

Identifying and Prioritizing Central Indices of Job Satisfaction among Electric Company Staff of Semnan

Hossein Rezaei¹, and Dr. Younos Vakil Alroaia²

Abstract—The aim of the current research is Identifying and prioritizing central indices of job satisfaction among electric company staff of Semnan. Main problem of the research is that due to lack of perception and recognition and as a result lack of meeting real needs of staff from managers all caused reduction of interest and positive attitude among them and following it their effort is reduced. In this situation costs in organization increase and may lead to reduction of exploitation in organizations. So, in order to prevent from negative consequences of lack of staff satisfaction we seek to know what are the main indices in job satisfaction in electric company of Semnan and how is their prioritization? This way they can provide staff satisfaction by identifying and improving those indices. Meanwhile, by prioritizing them we make a step forward in helping senior managers of organizations. On the other hand, in order to achieve great objectives; recognition and meeting clients` needs and finally achieving their satisfaction; we need to do this research. The research method applied in this research has an applied objective and the way of gathering descriptive information is survey. The method used for analyzing data is data analytical hierarchy process (AHP). The results which indicated job security index had the highest level of ranking.

Keywords— AHP technique, job satisfaction, prioritization, Iran/Semnan Regional Electricity Company (SREC).

I. INTRODUCTION

THE first step in achieving in successful staff understands factors which are effective on their activity quality. One of the factors is job satisfaction, since there is a direct relationship between job satisfactions of people with their performance. Job satisfaction indicates the extent where people are satisfied with their jobs and love their works. Some people enjoy their jobs and consider it the main center of their life and some others hate their jobs and they do their jobs only because they have to. Now experts in management sectors believe if real needs of staff are not met and if managers don't try to meet their needs, then exploitations in organization reduce, since willingness and positive attitude towards job can cause more effort and as a result can help reduce costs[1].

In this research we seek to set the stage for attracting client satisfaction and to make staff more committed by identifying and prioritizing factors which are affective on job satisfaction of staff in electric company. This way we can provide satisfaction of clients which is the most important factor by having satisfied and committed manpower. In this research, first we identified central indices of job satisfaction with the help of Delphi Technique and studying the research background and then we ranked indices with the help of AHP Method. Then, we dealt with reviewing studies done:

In his thesis called “effective factors on establishing job satisfaction” Hossaini Jaey [2] in 2012 concluded having committed, aware and faithful staff is the most important factor in success of every organization.

Main priority of every company should be attracting and keeping committed staff. Failure in the research indicates losing efficiency, lack of growth and losing business. Success in a competitive world is only for companies which consider committed and faithful staff the biggest capital of themselves.

In their article called “identifying and prioritizing effective factors on keeping Sased Organizations` staff [3] Jahangiry et all declared priority factor in keeping specialized staff in Sased is nature and content of the job which is considered significant due to its certain features. Satisfaction factor and job security which are in the second grade of priority and their positive relationship with sustainability was approved. Since official staff formed statistical society, maybe too much attention to issue of security originated from this. Another point here which is based on findings of the research is the role of leadership and management factors in keeping specialized staff. And nearly in all the theoretical models presented, role of this factor was investigated and its relationship with sustainability was approved.

In their article named” designing job satisfaction model, case study, Carbon Company of Iran”, [4] Shaikh et all argued job satisfaction is a key issue in managing human resources which is considered as individuals` attitude towards their job and so far too much studies were done on this. Each one of scientists investigated and measured this criterion from various aspects and declared in designing the comprehensive model of job satisfaction, combinational paradigm was used. In this paradigm, we seek to put various opinions in a hierarchy method next to each other through which wider results can be gained. In Carbon Company of Iran based on theoretical theories of two-factor Herzberg, hierarchy of needs

¹ Hossein Rezaei, Semnan Regional Electric Company and Semnan Branch, Islamic Azad University, Semnan , Iran, (e-mail: rezaei_ho@yahoo.com).

² Assistant Professor and Chairman, Department of Management, Semnan Branch, Islamic Azad University , Semnan , Iran , (phone: +989122316247; e-mail: younos.vakil@gmail.com).

of Maslow and Spector and Rewards job satisfaction ratios, hope theories, prosperity, Rail 1 and equality a model was designed and based on this a questionnaire was prepared whose validity and reliability were proved. The research society was all the staff of Carbon Company of Iran where a sample (including 12 people) was selected in a cluster random sampling method. The results were analyzed using SPSS Software and it became evident that staffs are somehow satisfied with condition of workplace and job security, but they have relative dissatisfaction with the payment condition. Level of job satisfaction among personnel of company is 01%. Also, the staffs announced their relative satisfaction with welfare facilities. In another cultural research, in an article called "investigating effective factors on staff job satisfaction" [5] Farhangi considered success of every organization dependent on effort of staff of organization and the efforts become successful only when staffs are satisfied with their job. Job satisfaction is the extent of feeling and positive attitudes that people have towards their jobs in every organization elements like salary ,way of paying reward, unofficial relationships, work features, caring of management to their needs and expectations of staff, interactive fitness between job and employees, staff partnership in organizational decision-making, job security, trust and interactive respect between management and staff, delegation of authority and responsibility from management to staff, educational and job promotion, age and emplotment profile. They are all influential on job satisfaction of staff. Finally, after studying theoretical literature of the research and results of Delphi Technique, we achieved four main indices available in Smith Theory and GDS Standard Questionnaire.

Also, in the current article prioritizing indices of job satisfaction among staff of electric company, the relationship between the indices with commitment was dealt with.

Organizational commitment has following elements:

Accepting values and organization goals, willingness to effect for organization and having powerful desire for organizations` staying permanent [6]. The desire to stay on in the primary theorizing was applied for defining organizational commitment [6]. However, too many searchers like Chatman et all argue that the desire to stay on should be considered as one of the consequences of organizational commitment and not an aspect of organization commitment. In the studies conducted on the relationship between commitment dimensions with all three dimensions of replication commitment, consistent and transaction commitments do have a positive relationship [7]

Too many studies showed that organizational commitment has a positive relationship with consequences such as job satisfaction and social organizational conduct and job performance and has a negative relationship with willingness to leaving job[8].Meanwhile, high level of performance in organizations, companies and institutions results from various and different factors. There are different approaches for removing problems which lead to low level of performance one of which is focusing on characteristic features of individuals in organizations [9].

Three dimensions which are considered for organization commitment are called "emotional committeemen, continuous commitment and normative commitment". The effective element points out to emotional dependency for identifying and commitment in an organization.Many of the researches done focus on organization commitment on effective commitment. Continuity element points out to commitment based on costs which an employee makes by leaving the organization. Normative one is feeling of an employee`s compulsion for staying on an organization. Normative commitment received less attention. Hence, organizations can achieve organizational goals by recognizing level of organization commitment of the staff and by changing effective factors [10] .

Following is some studies conducted on organization commitment:

In a research named "the relationship between first class managers` job performance and their emotional commitment and consistency and commitment and job satisfaction of a big food company " Dekonick and Stailor reported there exists a significant relationship between organizational commitment and emotional commitment with staff job performance. After studying the research background and gathering of professors and expert` ideas, three factors of Allen and Mayor were approved among various organization commitment models and finally we gained conceptual model:

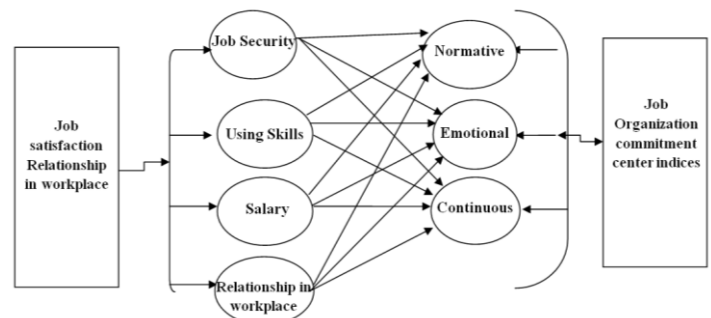


Fig. 1 Conceptual framework of the research

II. RESEARCH METHOD

The research is a descriptive study with types of ranking and correlation whose tools for gathering data of questionnaire are job satisfaction and organization commitment. Statistical society of the research is all the personnel of electric company of Semnan who were 140 people. The samples were chosen in random form according to tables of Morgan and Formula Cochran where 103 people included it. Data were analyzed under software SPSS. Also, job satisfaction center indices ranking was done with the help of AHP Technique. Generally, methodology is as follows briefly:

Job satisfaction indices were identified based on theoretical basis and Delphi Technique. GDI Standard Questionnaire was prepared and distributed based on specified indices.

Based on the research background studies and ideas of experts, Models of Allen and Mayor[11] were approved in order to prepare organization commitment indices.

Allen and Mayor's Organization commitment standard questionnaire was prepared and distributed in order to measure organization staff commitment.

The relationship between two variables of job satisfaction and organization commitment was determined through Spearman Correlation Test with the help of Software SPSS and indices of job satisfaction were ranked with the help of AHP Technique.

III. METHODS OF INFORMATION ANALYSIS

The research information analysis was classified into three groups: first, descriptive information of the respondents to questionnaire was investigated from aspect of sex, age and level of education. Second, inferential information of the research was gained through distributed questionnaires where SPSS Software was used. Third, job satisfaction indices ranking was done through AHP Technique.

Factors related to job satisfaction was classified into four sections according to Questionnaire GDI. In the next phase, these factors will be turned into quantitative state. To do this, pair comparing questionnaire was used which was distributed among 311 staffs. Then, gathered questionnaires were analyzed by AHP Method. To conduct AHP Method, we have to make decision tree which is the basis of hierarchy structure and includes goal, criteria and sub-criterion. First level is the same research objective which is priority of factors which are effective on job satisfaction of electric company.

Second level: it is level of criteria where they were divided into four groups of job security, using skills, salary and relationship in workplace. The results are as follows where Software Expert Choice was used.

The table I was gained from gathering of votes of 311 personnel of electric company

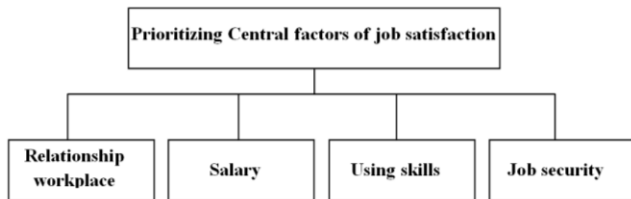


Fig. 2 Decision tree

TABLE I
GATHERING OF VOTES OF SUBJECTS

	Relationship in workplace A	Salary B	Job security C	Using skills
Relationship in workplace	1	7	1.5	6
Salary	1.7	1	1.6	4
Job security	5	5	6	9
Using kills	1.6	%	1.9	1

TABLE II
NORMALIZED MATRIX OF CENTRAL FACTORS OF JOB SATISFACTION

	Relationship in workplace A	Salary B	Job security C	Using skills
Relationship in workplace	0.158	0.49	0.14	0.3
Salary	0.02	0.07	0.11	0.2
Job security	0.8	0.42	0.68	0.45
Using kills	0.025	0.017	0.07	0.05
Total	1	1	1	1

TABLE III
MATRIX OF WEIGHTS GAINED FOR EACH ONE OF FACTORS OF JOB SATISFACTION

Number	weights
1	0.27
2	0.01
3	0.58
4	0.040

As you can observe most of weight and as a result the highest level of ranking is related to factors of job satisfaction (factor C) and after that it is related to relationship factors in working place (factor A), salary (B) and finally using of skills (D).

Now, according to steps in AHP Techniques we are going to follow following steps for calculating compatibility rate and comparing's being acceptable or not acceptable.

Step 1: calculating vector of total weight: multiply matrix of pair comparing by column vector. The next vector which is gained is called total weight.

TABLE IV
TOTAL WEIGHT VECTOR

Number	Total weights
1	1.16
2	0.31
3	3.11
4	0.17

Step 2: calculating compatibility vector: divide elements of total weight elements into relative priority vector.

TABLE V
COMPATIBILITY VECTOR

Number	Compatibility vector
1	6
2	3.1
3	5.3
4	4.2

Step 3: gaining max, average vector elements makes max compatibility elements.

Step4: Calculating compatibility index: this can be defined as follows: where max is 4.3

$$CI = \frac{\lambda_{max} - n}{n - 1} \tag{1}$$

Relationship No (1)

N is number of available options in problem

Step 5: calculating compatibility ratio: it is gained by dividing compatibility index into random index.

Relationship No (2)

$$CR = \frac{CI}{RI} \quad (2)$$

TABLE VI
RANDOM INDEX [12]

N	1	2	3	4	5	6	7	8	9	10
RI	0	0	0.58	0.9	1.12	1.24	1.32	1.41	1.45	1.51

Compatibility index here is 0.1. According to the table foursome, sample random index becomes 0.9, therefore CR becomes 0.1. So, compatibility ratio is acceptable.

TABLE VII

WEIGHTS GAINED FOR EACH ONE OF JOB SATISFACTION CENTRAL factors			
Job security	Relationship in workplace	Salary	Using skills
0.58	0.27	0.1	0.04

Most of the weight and highest level of ranking is for job satisfaction factor and after that is related to relationship in workplace, salary and finally using skills, respectively. Results of analysis were gained through Spearman Test in order to deal with central indices of job satisfaction with organizational commitment

Therefore, the results don't have a correlation relationship between salary index, using skills and job security with normative commitment. There exists a relationship only among relationships index in workplace with normative commitment (0.22).

Also there is no significant relationship between salary index, job security and relationships in workplace with emotional commitment and there exists an average correlation between index of using job satisfaction skills with emotional commitment. Also, there is no correlation between any of job satisfaction indices with organizational commitment and they are independent of each other. In general, in our main hypothesis we can argue that "*there is a relationship between job satisfaction central indices with organizational commitment*" is not approved.

IV. SUGGESTIONS

According to prioritization gained from AHP Technique, the highest level of ranking is for job security criterion. We can suggest that staff of electric company considered this factor the most important one. So the organization can make their staff more satisfied by signing longer contracts. Second ranking is for index of relationships in workplace and with the help of necessary steps the organization can use this factor as best as possible to improve level of its staff satisfaction. This way it can establish fine relationship in workplace and can lead these relationships in the direction of goals and culture of the organization. The third ranking is for salary where the organization removes ambiguities with the help of holding justification sessions on the way of payments and the reason behind differentiation of payments. This way it can make some steps towards increasing satisfaction of the staff by increasing salaries. The last priority is the fourth rank which is for using skills where organizations reach their goals by employing some people in positions which are compatible with their skills and education.

Cycle and job enrichment on this are so important.

Next we will deal with applied suggestions according to results of the research hypothesis test through Spearman Test:

- 1) There is no relationship between salary index with normative commitment in the organization we are talking about, so it is evident that payment systems are in a way that individuals don't feel any compulsion to stay for salary. So organizing payment systems is a key way for increasing staff commitment in order to increase this type of commitment.
- 2) There is no relationship between salary index with emotional commitment. Hence, it is clear that the staff don't consider payment system fair and this does not lead to job satisfaction and as a result organization commitment does not lead to emotional one, so the organization is suggested to choose a more fair process.
- 3) Also, due to lack of a significant relationship between salary index in job satisfaction with continuous commitment, it is vivid that staffs are not aware of costs of leaving their position (jobs); they believe salary of other organizations is better than their own organization. So, holding justification sessions and comparing salary of other organizations can be a solution for establishing this type of commitment.
- 4) There is no relationship between using index of using skills with organization commitment and there only exists an average relationship between using skills and emotional commitment where staffs are not content with their positions. So job cycle or enrichment can lead to job satisfaction of the staff and as a result organization commitment can be established.
- 5) Also the results of the research indicate there is no relationship between job security indices with organization commitment. So the organization is suggested to establish feeling of job security by managing staff contracts. This way organization commitment can be increased.
- 6) But there exists a weak relationship between relationship index in workplace with normative commitment (12), and there exists a continuous and emotional between relationships index in workplace with emotional commitment. Since continuous commitment reflects costs that the employee has to pay it in spite of leaving office. Everything that increases understandable and prediction costs can be a available-in-itself factor. Undertaking commitment shows off only when the organization considered some rewards in advance (such as university costs or training costs). Recognizing these investing on behalf of organization may make an imbalance state in relationships of between individuals and organization which makes them compensate
- 7) Suggestions for future projects:
- 8) Prioritizing job satisfaction indices through Datamail Technique and determining ad ranking affecting and bonding factors.
- 9) Investigating the reason behind lack of dependency of organization commitment factors with job satisfaction.
- 10) Comparing job satisfaction of staff according to level of responsibility and their income.
- 11) Using other tests of determining dependency.
- 12) Doing a research on the way of increasing job satisfaction and organization commitment of the staff

- 13) Conducting a research on lack of success or lack of success of plans for increasing satisfaction and organization's organizational commitment

V. DISCUSSIONS

Too many studies in various industries and geographical areas showed a strong interactive relationship between organizational commitment and job satisfaction. However, Link et al found a weak engagement among these two variables. Lee and Mavdi found a weak relationship and Write reported a negative relationship.

In the current research there were only two cases of correlation among twelve-some investigations done between job satisfaction indices and organizational commitment and no significant correlation was found among other ten cases. In a research which was done by Jahangiry et al [3] content and nature were first-class job, job security was in the second grade and leadership and management were in the third grade. But in the current study job security was the first factor and relationship in workplace was in the second grad including relationship with managers and colleagues.

In an article called "designing model of measuring job satisfaction, case study, Carbon Company of Iran" Shaikh et al concluded: staffs are relatively satisfied with workplace condition and job security but they are relatively unsatisfied with the way of payments. Level of job satisfaction is 10% among personnel of the company. Meanwhile, the staff declared their relative satisfaction with the company's welfare facilities. The results of the research are consistent with results of our study, since in the current research the staffs allocated the first grade to job security and ranks of two to four to relationship factor in workplace, salary and using skills, respectively. On investigating the relationship between first-class managers' job performance and their emotional commitment and continuity of job satisfaction in a big food company, Decokonic et al reported there is a significant relationship between organizational commitment and emotional commitment with job performances of staff but this relationship was hardly approved regarding organizational commitment and job satisfaction and in most cases it was rejected.

VI. CONCLUSION

There are various factors which can be affective in raising staff job performance and also staff commitment to the organization. The factors that in spite of being noticed can improve staff performance and influence on other affairs related to organization, quality and efficiency of them.

Job satisfaction is among factors which is important in organizational affairs. Based on the researches done, it is a variable which can lead to increase of organizational commitment and better performance. Hence, valuing job satisfaction of individuals in workplace can be helpful in preventing problems that might happen in the future. Therefore according to results of the previous researches and also the results which were gained in the current research, the more organizations care about job satisfaction the more we can set the stage for establishing better performance of staff and as

a result better efficient in organization. On the other hand when the staffs are unsatisfied in their jobs, they feel less committed and find some ways for resignation. Hence, organizational commitment and job satisfaction are key attitudes in assessing intentions of staff for resignation and they are general engagement of the staff for organization. Job satisfaction and organizational commitment are among key topics which managers of organizations seek to increase them. Result of the current study indicate that staffs believe the highest ranking is for job security index and after that indices of relationship in workplace, salary and finally using skills are the second to forth, respectively.

Meantime, there is a weak and medium correlation among indices of job satisfaction and organizational commitment only in two cases. The correlation between the relationship in workplace of job satisfaction with normative commitment of organizational commitment is 0.22 and it is 0.32 for using skills and emotional commitments.

REFERENCES

- [1] M. Alvani, *Public management*, Nay Publication, Tehran, 2000.
- [2] M. Mojaddad Hossainyjaei, "Effective factors on establishing job satisfaction," *J. Bazarkar*, No. 88, Feb. 2012, pp. 4
- [3] A. Jahangiri, A. H. Mehrali, "Identifying and prioritizing factors which are affective maintenance of expert staff," *J. Humanities and social research for management*, No. 24, summer. 2008, pp. 37-56
- [4] A. Shaikh, A. Eftekhari and A. R. Barani, "designing job satisfaction model, case study, Carbon Company of Iran," in *Proc. 4th human resources development Conf*, Tehran, 2008.
- [5] N. Farhangi, "Investigating factors which are effective on job satisfaction of staff," in *Proc. 7th power distribution networks Conf*, Tehran, 2002
- [6] R. T. Mowday, L. W. Porter, R. M. Steers and P. Warr, *Employee organization. Linking the psychology of commitment, absenteeism and turnover*. Newyork. Academic press, 1982.
- [7] M. Golparvar, H. R. Arizi Samani and S. Alimohammmdi, "The relationship of organizational commitment and its factors with organizational variables based on rout analysis," *J. psychology*, No. 43, 2007, pp. 302-322
- [8] B. S. Cheng, D. Y. Jiang and J. H. Riley, "organizational commitment, supervisory commitment and employee outcomes in the chinese context proximal phythesis or global hypothesis," *J. organizational behavior.*, Vol. 24, 2003, pp. 313-334.
<http://dx.doi.org/10.1002/job.190>
- [9] J. P. Mayer and N. J. Allen, *Commitment in the Work Place: Theory Research and Application*, *Oaks: SAGE Publications*, 1997
- [10] M. Saatchy, *psychology of work efficiency*, *Nashr va virayesh Publication*, Tehran, second edition, 2003.
- [11] N. J. Allen and J. P. Meyer, "The measurement and antecedents of effective, continuance and normative commitment to the organization," *J. Occupational Psychology.*, vol.63, 1998, pp. 1-18.
<http://dx.doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- [12] M. R. Mehregan, *Advanced operational research*, *University books publication*, Tehran, 4th edition