INVESTIGATION AND ROLE OF WELFARE AID ON JOB SATISFACTION AND PRODUCTIVITY INCREASE (CASE STUDY: MUNICIPALITY OF KARAJ)

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ABSTRACT
The present study was aimed to investigate and role of welfare aid on job satisfaction and productivity increase (case study: municipality of Karaj). This research is an applied study in the view of the aim and is a descriptive-survey in the view of the method of gathering information. To gather the relevant information, library-field method and in the form of a questionnaire has been used. Tools for gathering the information of the research are a questionnaire on productivity by Blanchard & Smith (1980) and a questionnaire on job satisfaction by Khodayarifard et al., (2010-2011). Given the aim and subject matter of the research, statistical universe of the research includes all employees (line and staff) of municipality of Karaj whose numbers are 3050 people. Also, to distribute the questionnaires, the stratified random sampling method was used. To determine validity of questionnaires, content validity method was used and also, to determine reliability of the questionnaires, Cronbach's alpha coefficient was used and the coefficients Shaw that the tools for gathering the information are of necessary reliability. To analyze the data, descriptive and inferential statistics and to analyze, SPSS & Lisrel software were used. Ultimately, all hypotheses of the research were confirmed, and suggestions and solutions have been presented to improve the role of the welfare aid on job satisfaction and productivity increase in the aforementioned organization.

Keywords: Welfare Aid, Job Satisfaction, Productivity, Municipality of Karaj

INTRODUCTION
Attempting to improve and effectively and efficiently use various resources like workforce, capital, materials, energy, and information is the aim of all firms and industrial manufacturing units and service institutes' managers. Existence of an appropriate organizational structure, efficient executive methods, healthy equipment and tools, balanced workspace, and more importantly qualified and competent human resources are of essentials which should be considered by the managers to achieve desired productivity. Participation of employees in the affairs and their knowingly and smartly efforts with discipline can influence on level of productivity and change to improve productivity especially in a turbulent and insecure environment. The spirit of productivity improvement culture should be blown up in the body of the organization and among which human resources is as central core. One of the most important objectives in every organization is the promotion of its level of productivity and given that man has a central role in creating productivity, his/her requests leave a key effect in the organization. Value and credit of different organizations are mainly dependent on producing qualitative products and services tailored to customer's need. This important task will be realized by trained human resources and custodians of industrial, manufacturing, ans service organizations has been precisely aware of this point who have no choice but to pay serious attention to develop human resources. Accordingly, they in the way of growing up the human resources have taken effective steps through designing and implementing formal training plans with modern methods but have somewhat neglected efficient and applied practical mechanisms. Among methods which help to develop human resources while facilitating affairs in an organization is productivity and job satisfaction of employees through welfare aid in jobs at the different levels of the organization. Since, human resources are the most valuable factor of production, the most important capital, a main source for competitive advantage, and creating main capabilities in every organization, thus paying attention to it is not only of high importance and necessitate but also one of the
most effective ways to achieve to competitive advantage in current conditions. What has always attracted attention of psychologists and social scientists is job satisfaction of personnel and its impacts on their morale and working efficiency (Soltani, 2005-2006). If personnel are interested in their job, their creativity and talent will flourish in their professional lives and they will get less fatigue and depression. On the contrary, if the personnel are not satisfied with their profession, both they themselves will suffer from depression and disillusionment and their work will remain inconclusive and subsequently, society will also suffer. Job satisfaction is one of the most important factors in job success and causes an increase in efficiency, personal satisfaction, and ultimately productivity of human resources (Robbins, 2009-2010). Every employer is somehow trying to increase job satisfaction in employees of their institute and its importance is from the fact that the personnel spend almost half of their waking hours at work (Morhed & Gerffin, 1998-1999).

Awareness of satisfaction of human resources with job in management is one of the important tasks of human resources management. No attention to the factors which cause to create motive and job satisfaction can make organization's objectives difficult and one of the factors having efficient human resources in an organization is paying attention to the different aspects of the employees' life and providing them with material and moral services (Hooman, 2002-2003).

On the other hand, nowadays productivity and efficiency are proposed as a culture and view in all areas of work and life of man and is a source for economical advancement and development. These culture and view are such that the best result can be achieved by organizing activities. One of the issues that it should move in order to organize it, is increasing productivity and job satisfaction of personnel in the municipality.

If the employees have peace of mind and a strong motive to work and not be afraid of the future for many reasons, their level of productivity will be higher. The most important factor which influences on productivity is motive in doing work. The factors which influence on the motive of employees are dependent on two general categories: physical and organizational culture. The physical factors depend on the level of income (given heavy responsibility) in comparison to the price level in the society and estimating the basic needs of the employees. The organizational culture factors consider how managerial atmosphere and the space of the organization is for the employees. That is, does the management of the organization give a possibility to its subordinates to manifest new thoughts and ideas or not? Are their opinions taken in taking the macro and important decisions? Is there any fair punishment and encouragement system in the organization? (is there basically encouragement? Or are all employees seen equally?) To what extent have the managers made environment attractive for doing work? And have they any idea for job burnout in the organization?

Municipality of Karaj, according to the determined objectives and strategies, has tried to put modern scientific and managerial methods in front of its work to be able to achieve the desired objectives in the best way. These aids include insurance, increasing the facilities of Cooperation Fund, medical insurance (health care), life insurance, unemployment insurance (during dismissal and temporary disability), cooperative stores, housing, etc. In fact in the recent years, the managers and authorities of the municipality of Karaj have tried to provide their employees with welfare aid (physical-non physical) in order to increase productivity as well as satisfaction of their employees and they always expect that the welfare aid would be one of the ways to increase productivity and satisfaction of the employees.

It seems that a reasonable method is that such claims is measured, because merely a claim or even providing these services (welfare aid) are not enough, but the satisfaction of the employees and increase of productivity in terms of these services are also important; How is employee satisfaction with these services? And what level is it at? And to what extent does it cause an increase in employee productivity? Therefore in this regard, it is important to recognize that whether does the welfare aid, that the municipality of Karaj claims to provide the employees with it, meet the desired satisfaction of its human resources? And that whether does the welfare aid meet an increase in employee productivity?

In this research, we try to investigate role and importance of welfare aid on behalf of the employees (line and staff) in the municipality of Karaj. From global point of view, these studies become more complicated...
Research Article

day by day, because many studies have been conducted on job satisfaction and human resources productivity in different areas, but validity of the research is that it address the role and place of welfare aid in promoting satisfaction and productivity and in this respect, so far no research has been conducted with the conceptual model of this research both inside Iran and abroad and in this respect, it is innovative and important.

Hypotheses of the Research

First hypothesis: Welfare aid has a positive and significant effect on job satisfaction of municipality of Karaj's staff.

Hypothesis 1-1: Welfare aid has a positive and significant effect on dignity and respect of municipality of Karaj's staff.

Hypothesis 2-1: Welfare aid has a positive and significant effect on working environment of municipality of Karaj's staff.

Hypothesis 3-1: Welfare aid has a positive and significant effect on organizational atmosphere of municipality of Karaj's staff.

Second hypothesis: Welfare aid has a positive and significant effect on increasing productivity of municipality of Karaj's staff.

Hypothesis 2-1: Welfare aid has a positive and significant effect on motivation of municipality of Karaj's staff.

Hypothesis 2-2: Welfare aid has a positive and significant effect on feedback of municipality of Karaj's staff.

Hypothesis 2-3: Welfare aid has a positive and significant effect on compatibility of municipality of Karaj's staff.

The conceptual model of the research has been presented in figure 1-1.

Reviewing studies and research related to the topic from different resources such as universities and procurement centers for scientific and research resources confirm that there are few studies on the topic. We will discuss some of them below:
# Research Article

## Background of the Research in the Field of Human Resources Productivity

<table>
<thead>
<tr>
<th>Row</th>
<th>Topic</th>
<th>Researcher</th>
<th>Abstract</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Factors influencing on human resources productivity in producing major crop products in central section of Mamasani city</td>
<td>Moosavi &amp; Mirmohammadi (2011-2012)</td>
<td>Results show that variables such as the level of education of family protector having reading and writing literacy and fifth grade of elementary school, farm size, degree of mechanization, membership in the cooperative, participation in educational promotional programs, visiting farmer's farm and his/her residence in village with high level of development had a positive and statistically significant effect on the human resources productivity, and variables such as the level of family protector having diploma and higher, his/her experience, amount of loan to current costs ratio per year had a negative and statistically significant effect on human resources productivity. According to the findings, it is suggested: Having larger farms, increasing the level of the mechanization, increasing the educational promotional programs, and visiting the farms by the promoters to be encouraged and facilitated by the authorities of agricultural sector in Mamasani city.</td>
</tr>
<tr>
<td>2</td>
<td>Factors influencing on human resources productivity by using Multi-Criteria Decision-Making Techniques, case study: Yazd Shahid Sadooghi Hospital's Staff</td>
<td>Bordbar (2012-2013)</td>
<td>Ranking the factors influencing on the staff productivity are respectively: organizational and managerial factors, organizational support and services compensation system factors, environmental physical and mental factors, factors of the level of freedom and independence of the staff in conducting tasks, individual factors, factors creating an atmosphere of cordiality and cooperation in the hospital, factors of planning and conducting the staff performance, and factors reinforcing a sense of commitment and loyalty in the staff. Meanwhile, ranking the relevant components was also determined by using Topsis technique. Therefore, the identified factors can be considered as a basis for implementing productivity improvement core and cycle, design, fulfillment of in-service training for managers, and other personnel plans.</td>
</tr>
<tr>
<td>3</td>
<td>Factors influencing on the increase of human resources productivity in municipality of Ahvaz</td>
<td>Salehi &amp; Hosseinpour (2012-2013)</td>
<td>Work experience, attention to justifying training, the staff's awareness of job knowledge and skill, job security, awareness of and compliance with laws, focus of managers on weaknesses and deviation of the staff, existence of a rational rewards and punishment system, the level of familiarity with the job, appreciating and supporting the staff performance, being interested in work environment, existence of an emotional atmosphere, providing a feedback on performance, holding joint meetings and participation of the staff as a factor to increase productivity were</td>
</tr>
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</table>
### Background of the Research in the Field of Job Satisfaction Productivity

<table>
<thead>
<tr>
<th>Row</th>
<th>Topic</th>
<th>Researcher</th>
<th>Abstract</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Investigation of the factors influencing on job satisfaction of Jihad Organization's staff of Fars province</td>
<td>Mirjafari et al., (2010-2011)</td>
<td>After gathering data using statistical methods of correlation coefficient for the cases 1and 2 and analysis of variance for the case 3, the following results were obtained: 1- There was a so weak relationship between physical factors and job satisfaction and it was not significant too. 2- There was a significant weak and moderate relationship between moral factors, expanding the scope of activities, being specified the range of duties, being intimate relationship, being successful career, respecting oneself, being competent superiors, attending critical situations, having great goals, and job security with job satisfaction. 3- There was no significant relationship between Jihadists' opinions of Fars province and various academic documents and disciplines.</td>
</tr>
<tr>
<td>2</td>
<td>Investigation of the relationship between using improvement techniques and job satisfaction in Kerman</td>
<td>Sharghi et al., (2011-2012)</td>
<td>The overall result of the research showed that there is no significant relationship between the improvement techniques and job satisfaction.</td>
</tr>
</tbody>
</table>
Results showed that there is a direct and significant relationship between the leadership styles and job satisfaction (P<0.01). There is a direct and significant relationship between resiliency and job satisfaction (P<0.01). There is a direct and significant relationship between job satisfaction and leadership styles (P<0.01). The results showed that in the research model, 16% of variance in job satisfaction can be explained by transformational leadership resiliency. Transactional leadership style is not able to explain it. Keywords: Transformational leadership style, Transactional leadership style, resiliency, job satisfaction.

According to the analysis of data and the results of tests carried out, the field results from this research are presented as follows:
1- The organization's staff are not of appropriate job satisfaction.
2- Organizational commitment is not positive among the organization's staff.
3- By increasing the level of job satisfaction, the level of interest of the employees to their job and their organization as well as to its goals and values will lead to an increase in the level of their organizational commitment and continuity of service of the employees in the organization.
4- The relationship of job satisfaction with normative dimension of organizational commitment is stronger than the other dimensions.
5- There is a difference between job satisfaction of the employees according to their level of education.
6- There is a difference between job satisfaction of the employees according to their experiences.
7- There is no difference between organizational commitment of the employees according to their level of education. In fact, presence or absence of organizational commitment among the employees is not associated with their level of education.
8- There is no difference between the level of organizational commitment of the employees according to their experiences. It means that presence or absence of organizational commitment among the employees is not associated with their experiences.

He, during a research, also came to this conclusion that there is a positive and significant relationship between job satisfaction and psychic health of employees.

It showed that the level of job satisfaction has a relationship with optimism in order to have a good psychological state.
Research Article

MATERIALS AND METHODS

Method of the Research

The method used in the research is descriptive in terms of method, because it examines current conditions, status quo of the welfare aid, job satisfaction, and increase of productivity in the municipality and tries to examine the influence of the dimensions of welfare aid on job satisfaction components and increase of productivity in the aforementioned organization, and it is among applied research in terms of aim, and it is a survey (cross-sectional) study in terms of gathering data. Since, the research has been conducted on a actual, objective, and alive (dynamic) subject and its results can be used practically, it is also an applied one (Sarmad, 2008-2009).

A survey research as a branch of descriptive studies is a method for gathering data in which a special group of persons are asked to answer some special questions.

Statistical Universe and its Size

The statistical universe of the research is all employees (line and staff) of the municipality of Karaj who are 3050 people.

Determination of Sample Size

In the research due to lack of access to all employees of the universe studied, Kokran formula is used in order to determine the sample size which is as description below.

\[
\begin{align*}
    n &= \frac{N \times z^2 \frac{\alpha}{2} \times p \times q}{e^2 \times (N-1) + z^2 \frac{\alpha}{2} \times p \times q} \\
    &= \frac{3050 \times (1.96)^2 \times 0.5 \times 0.5}{(0.05)^2 \times 3049 + (1.96)^2 \times 0.5 \times 0.5} \\
    &\approx 341
\end{align*}
\]

Since, the statistical universe size has been assumed limited, this calculation is done with tolerance of 5%. Thus, 341 people are considered as the statistical sample size according to the above formula.

Sampling Method(s)

In the research given the statistical universe who is all employees of the municipality of Karaj, thus the Stratified Random Sampling Method will be used.

Statistical methods used in the research are:

A) Descriptive statistics: In the research, the descriptive statistics has been used for displaying demographic information. For this, the demographic information will be displayed by using frequency tables. Also, drawing of graphs and analysis of the information were done at descriptive level by using statistical specifications such as frequency and percentage.

B) Inferential statistics: In the research, the relative statistical inference is applied in order to analyze testing the hypotheses. At the inferential level, Cronbach's alpha in order to examine reliability of questionnaire, mean test of a universe (t-test) in order to examine the situation of variables of the research, and also confirmatory factor analysis and path analysis and regression testing in order to test the hypotheses of the research have been used.

Tools for the Research and Gathering Data will be 3 Questionnaires

1- Standardized productivity questionnaire is used according to Hersi and Gold Smith model which is based on ability, perception, cognition, motivation, organizational support, feedback, validity, and compatibility dimensions and it has Likert five-scale spectrum and as a whole, it examines productivity.

2- Staff satisfaction questionnaire which is result of the studies conducted by Khodayarifard et al., (2010-2011) and it has Likert five-scale spectrum and as a whole, it examines satisfaction of the staff.

3- Resercher-made welfare questionnaire that yet there is no questionnaire in this area.

To examine the hypotheses of the research and analyze data, the descriptive and inferential statistics methods with the help of spss & lisrel software are applied. For this, normality and mean of a universe tests will be used in order to examine the situation of variables. Also, confirmatory factor analysis in order to examine validity for structure of the research and path analysis in order to test the hypotheses of the research are applied.

How to calculate the variables of the research
In the research, human resources productivity has been considered as a dependent variable that to determine its indicators, the studies conducted by Khodayarifard et al., (2010-2011) and Mirkamali & Narenji (2008-2009) and to determine human resources productivity indicators, the studies conducted by Soltani (2005-2006) have been used according to Achieve model by Hersi and Gold Smith in 1980. And welfare aid has been considered as an independent variable which is result of field studies and interview with authorities in the municipality on the welfare aid.

**Testing the Hypotheses of the Research**

First hypothesis: Welfare aid has a positive and significant effect on job satisfaction of the municipality of Karaj's staff.

Table 1: Path coefficients, t statistic, and coefficient of determination (dependent variable: job satisfaction)

<table>
<thead>
<tr>
<th>Predictor Variable</th>
<th>Path Coefficient</th>
<th>t Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welfare Aid</td>
<td>0.94</td>
<td>12.10**</td>
</tr>
</tbody>
</table>

** p < 0.01  * p < 0.05

The first hypothesis of the research tests the effect of the welfare aid on job satisfaction of the staff. Given the path coefficient 0.94 and also the t statistic 12.10, it can be said: The welfare aid at the confidence level of 99% has a significant and positive effect on job satisfaction of the municipality of Karaj's staff. Therefore, the first hypothesis is significant and is confirmed.

Hypothesis 1-1: Welfare aid has a positive and significant effect on dignity and respect of the municipality of Karaj's staff.

Table 1-1: Path Coefficient, t Statistic, and Coefficient of Determination (dependent variable: dignity and respect)

<table>
<thead>
<tr>
<th>Predictor Variable</th>
<th>Path Coefficient</th>
<th>t Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welfare Aid</td>
<td>0.50</td>
<td>12.10**</td>
</tr>
</tbody>
</table>

** p < 0.01  * p < 0.05

The hypothesis 1-1 tests the effect of the welfare aid on dignity and respect of the staff. Given the path coefficient 0.50 and also the t statistic 12.10, it can be said: The welfare aid at the confidence level of 99% had a positive and significant effect on dignity and respect of the municipality of Karaj's staff. Therefore, the hypothesis 1-1 of the research is significant and is confirmed.

Hypothesis 1-2: Welfare aid has a positive and significant effect on work environment of the municipality of Karaj's staff.

Table 1-2: Path coefficients, t statistic, and coefficient of determination (dependent variable: work environment)

<table>
<thead>
<tr>
<th>Predictor Variable</th>
<th>Path Coefficient</th>
<th>t Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welfare Aid</td>
<td>0.50</td>
<td>11.75**</td>
</tr>
</tbody>
</table>

** p < 0.01  * p < 0.05

The hypothesis 1-2 of the research tests the effect of the welfare aid on work environment of the municipality of Karaj's staff. Given the path coefficient 0.50 and also the t statistic 11.75, it can be said: The welfare aid at the confidence level of 99% has a positive and significant effect on the work environment of the municipality of Karaj's staff. Therefore, the hypothesis 1-2 of the research is significant and is confirmed.

Hypothesis 1-3: Welfare aid has a positive and significant effect on organizational atmosphere of the municipality of Karaj's staff.
Table 1-3: Path coefficients, t statistic, and coefficient of determination (dependent variable: organizational atmosphere)

<table>
<thead>
<tr>
<th>tStatitic</th>
<th>Path Coefficient</th>
<th>Predictor Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>18.16</strong></td>
<td>0.69</td>
<td>Welfare Aid</td>
</tr>
</tbody>
</table>

** p < 0.01 * p < 0.05

The hypothesis 1-3 of the research tests the effect of the welfare aid on the organizational atmosphere of the staff. Given the path coefficient 0.69 and also the t statistic 18.16, it can be said: The welfare aid at the confidence level of 99% has a positive and significant effect on the organizational atmosphere of the municipality of Karaj's staff. Therefore, the hypothesis 1-3 is significant and is confirmed.

Second hypothesis: Welfare aid has a positive and significant effect on increasing productivity of the municipality of Karaj's staff

Table 2: Path coefficients, t statistic, and coefficient of determination (dependent variable: increase of productivity)

<table>
<thead>
<tr>
<th>tStatitic</th>
<th>Path Coefficient</th>
<th>Predictor Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7.22</strong></td>
<td>0.89</td>
<td>Welfare Aid</td>
</tr>
</tbody>
</table>

** p < 0.01 * p < 0.05

The second hypothesis of the research tests the effect of the welfare aid on increasing productivity of the municipality of Karaj's staff. Given the path coefficient 0.89 and also the t statistic 7.22, it can be said: The welfare aid at the confidence level of 99% has a positive and significant effect on increasing productivity of the municipality of Karaj's staff. Therefore, the second hypothesis of the research is significant and is confirmed.

Hypothesis 2-1: Welfare aid has a positive and significant effect on motivation of the municipality of Karaj's staff

Table 2-1: Path coefficients, t statistic, and coefficient of determination (dependent variable: motivation)

<table>
<thead>
<tr>
<th>tStatitic</th>
<th>Path Coefficient</th>
<th>Predictor Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7.22</strong></td>
<td>0.34</td>
<td>Welfare Aid</td>
</tr>
</tbody>
</table>

** p < 0.01 * p < 0.05

The hypothesis 2-1 of the research tests the effect of the welfare aid on the motivation of the municipality of Karaj's staff. Given the path coefficient 0.34 and also the t statistic 7.22, it can be said: The welfare aid at the confidence level of 99% has a positive and significant effect on the motivation of the municipality of Karaj's staff. Therefore, the hypothesis 2-1 of the research is significant and is confirmed.

Hypothesis 2-2: Welfare aid has a positive and significant effect on feedback of the municipality of Karaj's staff

Table 2-2: Path coefficients, t statistic, and coefficient of determination (dependent variable: feedback)

<table>
<thead>
<tr>
<th>tStatitic</th>
<th>Path Coefficient</th>
<th>Predictor Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11.35</strong></td>
<td>0.50</td>
<td>Welfare Aid</td>
</tr>
</tbody>
</table>

** p < 0.01 * p < 0.05

The hypothesis 2-2 of the research tests the effect of the welfare aid on the feedback of the municipality of Karaj's staff. Given the path coefficient 0.50 and also the t statistic 11.35, it can be said: The welfare aid at the confidence level of 99% has a positive and significant effect on the feedback of the municipality of Karaj's staff. Therefore, the hypothesis 2-2 of the research is significant and is confirmed.
Hypothesis 2: Welfare aid has a positive and significant effect on compatibility of the municipality of Karaj's staff

Table 2: Path coefficients, t statistic, and coefficient of determination (dependent variable: compatibility)

<table>
<thead>
<tr>
<th>Predictor Variable</th>
<th>Path Coefficient</th>
<th>t-Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welfare Aid</td>
<td>0.56</td>
<td><strong>12.60</strong></td>
</tr>
</tbody>
</table>

* * p < 0.01  ** p < 0.05

The hypothesis 2 of the research tests the effect of the welfare aid on the compatibility of the municipality of Karaj's staff. Given the path coefficient 0.56 and also the t statistic 12.60, it can be said: The welfare aid at the confidence level of 99% has a positive and significant effect on the compatibility of the municipality of Karaj's staff. Therefore, the hypothesis 2 of the research is significant and is confirmed.

Conclusion and Suggestions

Results of the Descriptive Statistics

Age
Results of the research showed that the highest percentage of respondents with 106 people has been between 40 to 50 years old, and the lowest frequency with 14 people has been under 30 years old in terms of age.

Educational Background
The results of the research showed that a very high percentage of the respondents participating in the research with 176 people have a bachelor's degree and the lowest of the respondents with 58 people have a diploma degree.

Gender
The results of the research showed that the majority of the respondents participating in the research with a frequency of 245 people has been men and the lowest percentage of the respondents with a frequency of 96 people have been women.

Experience
The results of the research showed that a very high percentage of the respondents participating in the research with 188 people have experience more than 10 to 20 years and the lowest percentage with 17 people have experience less than 1 to 10 years.

Analyzing the Results of the Research Questions

The first hypothesis: Welfare aid has a positive and significant effect on job satisfaction of the municipality of Karaj's staff
The first hypothesis of the research tests the effect of the welfare aid on job satisfaction of the staff. Given the path coefficient 0.94 and also the t statistic 12.10, it can be said: The welfare aid at the level of 99% has a positive and significant effect on job satisfaction of the municipality of Karaj's staff. Therefore, the first hypothesis of the research is significant and is confirmed.

The hypothesis 1-1: Welfare aid has a positive and significant effect on dignity and respect of the municipality of Karaj's staff
The hypothesis 1-1 of the research tests the effect of the welfare aid on dignity and respect of the staff. Given the path coefficient 0.50 and also the t statistic 12.10, it can be said: The welfare aid at the level of 99% has a positive and significant effect on dignity and respect of the municipality of Karaj's staff. Therefore, the hypothesis 1-1 of the research is significant and is confirmed.

The hypothesis 1-2: Welfare aid has a positive and significant effect on work environment of the municipality of Karaj's staff
The hypothesis 1-2 of the research tests the effect of the welfare aid on work environment of the staff. Given the path coefficient 0.50 and the t statistic 11.75, it can be said: The welfare aid at the level of 99% has a positive and significant effect on work environment of the municipality of Karaj's staff. Therefore, the hypothesis 1-2 of the research is significant and is confirmed.
The hypothesis 1-3: Welfare aid has a positive and significant effect on organizational atmosphere of the municipality of Karaj's staff

The hypothesis 3-1 of the research tests the effect of the welfare aid on the organizational atmosphere of the staff. Given the path coefficient 0.69 and also the t statistic 18.16, it can be said: The welfare aid at the level of 99% has a positive and significant effect on the organizational atmosphere of the municipality of Karaj's staff. Therefore, the hypothesis 1-3 of the research is significant and is confirmed.

The second hypothesis: Welfare aid has a positive and significant effect on increasing productivity of the municipality of Karaj's staff

The second hypothesis of the research tests the effect of the welfare aid on increasing productivity of the staff. Given the path coefficient 0.89 and also the t statistic 7.22, it can be said: The welfare aid at the level of 99% has a positive and significant effect on increasing productivity of the municipality of Karaj's staff. Therefore, the second hypothesis of the research is significant and is confirmed.

The hypothesis 2-1: Welfare aid has a positive and significant effect on motivation of the municipality of Karaj's staff

The hypothesis 2-1 of the research tests the effect of the welfare aid on the motivation of the staff. Given the path coefficient 0.34 and also the t statistic 7.22, it can be said: The welfare aid at the level of 99% has a positive and significant effect on the motivation of the municipality of Karaj's staff. Therefore, the hypothesis 2-1 of the research is significant and is confirmed.

The hypothesis 2-2: Welfare aid has a positive and significant effect on feedback of the municipality of Karaj's staff

The hypothesis 2-2 of the research tests the effect of the welfare aid on the feedback of the staff. Given to path coefficient 0.50 and also the t statistic 11.35, it can be said: The welfare aid at the level of 99% has a positive and significant effect on the feedback of the municipality of Karaj's staff. Therefore, the hypothesis 2-2 of the research is significant and is confirmed.

The hypothesis 2-3: Welfare aid has a positive and significant effect on compatibility of the municipality of Karaj's staff

The hypothesis 2-3 of the research tests the effect of the welfare aid on the compatibility of the staff. Given the path coefficient 0.56 and also the t statistic 12.60, it can be said: The welfare aid at the level of 99% has a positive and significant effect on the compatibility of the municipality of Karaj's staff. Therefore, the hypothesis 2-3 of the research is significant and is confirmed.

Suggestions from Research Results

In line with confirming the aforementioned hypotheses, the following suggestions are offered:

- The municipality's managers should provide necessary opportunities for job promotion of all staff.
- When showing the initiative of the staff, cash rewards should be applied by the municipality.
- The municipality's managers should welcome the initiative of the staff.
- It should be prepared conditions in the organization that the municipality's staff is aware of the quality of their work.
- The municipality should provide a feedback on personal performance of the staff.
- It should be prepared conditions in the organization that the staff has full trust in their superiors.
- It should be prepared conditions in the organization that there are empathy and solidarity among the staff.
- Authorities of the staff should be in accordance with their responsibilities.
- The municipality should be ready to accept suggestions of the staff.
- The superiors of the municipality should understand their subordinates.
- Cooperative & Interest-Free Funds should be held actively in the municipality.
- Insurance system (life, medical, etc.) should be provided for the staff in the municipality.
- Housing facilities should be provided for all staff.
- Cultural activities and consulting services should be always at the access of the organization's staff.
- Trying to maintain qualified and talented staff in the organization and being sensitive to different cultures in order to create more empathy in the organization and the work environment.
Research Article

Since, the statistical universe of the research is the municipality of Karaj's staff and duties and activities are specified and determined in the organization and its all levels are doing their duties according to predetermined instructions, it is better to enhance the staff's skills according to the increase in technology by holding training classes.

On the other hand, the organization should move along with technology advancement and apply necessary changes in its activities and duties. Therefore, using new technology in order to enhance the level of the organization's affairs is recommended. In this regard, need for passing training courses and attending seminars can encourage the staff from routine works to new phenomenon and lead to job satisfaction and creat motivation.

Giving freedom of action in how to do working duties as well as providing situations which leads to apply personal judgement and initiative in the staff can be very effective in enhancing productivity of the staff. Due to lack of full independence and freedom of action in work and lack of reinforcement of job identity, it is recommended the mangers to enhance a sense of commitment in the staff through enhancing job importance.

Also, organizational culture-making and socialization can be implemented in training courses which are held for every staff at the beginning of employment as well as every few years, and it can be stated sensitivity and importance of job for the organization's staff and it can make them aware of the organization's missions and goals and it can be specified the role of every single staff in order to achieve the goals and missions.

Narrowing the gap between the managers and the staff in terms of salaries and benefits and other welfare services and facilities should be paid more attention.

Suggestions for the Future Studies

This research is of a unique and pioneer trait in terms of its topic and research territory and can provide a favorable base for the future studies by researchers interested in the field of development. Thus in this section, the researcher tries to propose recommendations and suggestions for the future researchers which are offered as description below:

1- It is suggested to examine each of the variables (job satisfaction, increase in productivity) in other municipalities in the form of more specialized and qualitative method.

2- It is suggested that in examining the relationship between investigation and role of welfare aid on job satisfaction and increase of productivity, other moderating and mediating variables such as (organizational atmosphere, leadership style, etc.) are examined.

3- It is suggested that experimental and semi-experimental studies are used for examining the topic.

4- One of the macro policies in the fourth economic, social, and cultural plan is a special attention to infrastructures of economic development and performance improvement of the higher education. It is suggested the future researchers specially postgraduate and Ph.D. students and particularly students in the field of management sciences in selecting a topic for their thesis pay specific attention to the role of welfare aid on job satisfaction and increase of productivity as a missing ring, and underlie the growth and development of job satisfaction and increase of productivity quantitatively and qualitatively in the country.

Restrictions of the Research

At the end, it is pointed out that all results of the research like any other research have been affected by some restrictions. These restrictions are briefly:

1- The effect of personal biases of the sample in responding to the questions among the municipality of Karaj's staff

2- Lack of cooperation of some staff in the municipality of Karaj in allocating part of their working times in order to complete the questionnaires

3- The absence of similar studies in the field of investigation and role of welfare aid on job satisfaction and increase of productivity in order municipalities of the other provinces/cities in order to compare the results of the research to the other studies is one of the other restrictions of the research

4- Mis treatment of some staff of the municipality of Karaj for distribution of the questionnaires
5- Unfamiliarity of some staff with productivity concepts
6- Absence of a standardized questionnaire in the field of investigation and role of welfare aid on job satisfaction and increase of productivity
7- Given that the statistical universe of our research comprises the municipality of Karaj's staff, it should be precautioned in generalizing it to the other staff in the other regions/municipalities.

REFERENCES
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