

## IDENTIFYING AND RANKING THE FACTORS AFFECTING JOB SATISFACTION OF EMPLOYEES OF URBAN DEVELOPMENT DEPARTMENT OF SHIRAZ BY AHP METHOD

Masoumeh Ghadiri Rad<sup>1,2</sup> and \*Maryam Razavi<sup>2</sup>

<sup>1</sup>Department of Management, Fars Science and Research Branch, Islamic Azad University, Fars, Iran

<sup>2</sup>Department of Management, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran

\*Author for Correspondence

### ABSTRACT

The current research aimed to identify and prioritize job satisfaction indicators of Urban Development Department employees of Shiraz. Descriptive-analytical method was used as method of study. Data collection was done by field and library methods. This research is applied in terms of its goal. The population of study included employees of mentioned department. Based on information obtained from the Human Resources department, 55 people were selected as population of study that 48 of them finally were selected as sample of study, based on Morgan table. In this study, a simple random sampling method was used. Instruments included Visoky and chrome questionnaire (1991). In addition, to prioritize the factors, paired comparison questionnaire was used and it is distributed among 19 experienced and skilled subjects. The relevant questionnaires were analyzed using Spss software, and they were analyzed and prioritized by Expert choice software. Results showed that we could identify the affecting factors in job satisfaction such as type of work, supervisor and coworkers, job promotion, and in the first step. These factors are also prioritized based on AHP method in which benefits and salary was in the first rank, followed by job promotion, type of work, supervisor and coworkers, respectively. In other words, from the perspective of this department, job promotion has the highest impact on job satisfaction after the factor of benefits and salary in a way that the current state of employees' satisfaction of benefits and salary is in the minimum level.

**Keywords:** Job Satisfaction, Internal Factors, External Factors, AHP

### INTRODUCTION

Employment is one of the issues engaged the human mind, governments and nations. While profession and job relate to the economic and living dimension of humans, they have close link with individual, family, social, political, and cultural dimension of human life. Job satisfaction is area in which the views of socio-psychological, sociological, economic, political and educational sciences can play role. If someone has interest in his job, his creativity and talent will flourish and will and he will never suffer from fatigue and depression.

On the contrary, if his profession is not satisfied, he will be depressed and disillusioned and he will fail in his work and society will be damaged (Mirkamali and Orange, 2008). The necessity of presence of human labour in organizations has made the issue of job satisfaction become one of the important social projects. Paying attention to studies conducted on motivation and job satisfaction shows that satisfaction is a complex objective and subjective complex phenomenon (Ilami, 2004). Job satisfaction is related to certain internal and external factors.

The external factors include group solidarity in the organization, being familiar with organization and work environment, organizational commitment and participation in decision-makings, and accountability, while internal factors include personality and mental traits. Working employees in an organization are divided to different groups in terms of variables such as education, work experience, age, gender, marital status, job rank, and they do not expect similar financial, psychosocial, and social rewards. Additionally, to understand the organizational behaviour particularly the investigation of job satisfaction, these variables should be examined (Moqimi, 2006).

## **Research Article**

Job satisfaction is the love of tasks required for a job, the circumstances in which work is done and the rewards are received for doing it. The activities, affairs and conditions that constitute work of a worker and how much and how well his needs are satisfied depend on his judgment. Person should balance the good and bad cases of his job. When bad cases outweigh the good cases, he will likely to be satisfied with his job (Karamati and Mirkamali, 2005).

Urban Development Department of Shiraz city is one of the government departments that perform important tasks. Given the importance of this department in doing tasks and dealing with clients, their job satisfaction is considered. By job satisfaction of employees, their commitment to tasks increases and efficiency and productivity increase. Studying the job satisfaction and identifying the factors influencing job satisfaction can help achieve the goals of the Department of Urban Development.

## **Review of Literature**

### *Job Satisfaction*

Job satisfaction refers to the person's general attitude to his job. Obviously, this is a very general definition, but the mentioned is within the meaning of the word. It should be reminded that one's job is more than his specified works. Job of a person requires that he has a mutual relationship with co-workers and supervisors, and follow and implement the regulations and policies of the organization. This means that the individual assessment of the work and his satisfaction or dissatisfaction express of this work is a general result of a set of different elements that make up his job (Robbins, 2011).

## **Factors Affecting Job Satisfaction**

### *Internal Factors*

Five major factors have been proposed as the dimensions of job satisfaction:

- 1) Job: the extent to which the job provides opportunities for training and responsibility.
- 2) Supervisor: the ability of the supervisor to show interest to employees.
- 3) Co-workers: the extent to which co-workers are friendly, competent and supportive.
- 4) Promotion opportunities: access to opportunities for progress.
- 5) Payment: the amount of salaries and fairness in payment.

These five dimensions were introduced by "Smith", "Kendall" and "Hallin" in 1969 (Moqimi, 2011).

While the external environment and the nature of job are determining factors in job satisfaction, individual traits and characteristics also play an important role in this regard. People who have generally negative attitude, they are always complaining of anything related to the job. It is not important what job is and how it is, they are always looking for an excuse to go to complain. Overall, internal factors of job satisfaction include age, seniority, and work experience affecting job satisfaction significantly. Employees who are older and have higher experience in an organizations, they expect that their jobs to be highly satisfied. In addition, some personality traits lead into increased job satisfaction. In addition, it can be concluded that people who are Maslow's hierarchy of needs, have higher job satisfaction (Moqimi, 2011).

### *External Factors*

#### *Nature of the Work or Job*

It consists of components of clarity of job, the duplication of works, usefulness from the perspective of work doer, sense of honor and pride of doing the work by doer, satisfaction with current work, fascinated by the work, and the degree of tediousness of work.

Studies related to certain factors such as clarity of job suggest positive relationship with satisfaction. Accordingly, employees are interested in somewhat in the job that his workplace to be clear and unequivocal. Ambiguity in job and workplace relations causes concerns and anxiety for employees (Abbaszadegan, 2002).

Studies showed five non-obvious aspects of the job affect job satisfaction:

1. Flexibility in scheduling working hours
2. Tools and Equipment
3. Workplace
4. The ability of co-workers in facilitating the work of other
5. Perceived pleasure of social interaction in the workplace

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This study also showed that satisfaction of these aspects is positively related to overall job satisfaction (Mahdad, 2010).

#### **- Supervisors Style of Management**

It includes the components of competence of supervisor from the perspective of employees, mental ability of the manager, manager involvement in the works, providing feedback to subordinates by manager, flexibility and enjoyment of employees from his management style. If supervisor has the technical skills and managerial skills themselves and transfers these skills to employees, subordinates have not dissatisfaction in this regard (Zakir, 2014).

#### **- Co-Workers Behaviour in Workplace**

It includes components such as motivating employees to work together, informal expanded relations among employees, a sense of responsibility to job duties, loyalty to organization, co-workers at work fast, speed of doing works by co-workers, being smart and clever by co-workers and being active in doing works. People are interested in working with individuals that mutual affection prevails among them. Each employee is willing to have those co-workers who are kind with him and be under favor of boss. In addition, he likes that boss pays attention to progress of employee and even express it (Mirsepassi, 2009). Some group of people think that communication in the organizations is limited to official conversations and consider it synonymous with official words. However, the different meaning relationships are in the minds of people. In management, communication includes information and ideas between people in an organization and it is not limited to events and ideas, but it includes feelings and emotions. Therefore, communication involves transmission and exchange of information, concepts and feelings between people in the organization (Alvani, 1999).

#### **- Job Promotion System**

It includes promotion components based on abilities, that current job can be as helpful for improving the work environment, it provide necessary context, the appropriateness of promotion method in the mentioned organization, and job security. One of the effective factors is that each employee to be sure that progress opportunities are always provided for him, and he can achieve promotion ranks and higher incomes by making clear its requirements, such as the higher skills, (Homan, 2002).

At present time and regarding a comprehensive view and providing evidence, it appears that productivity or efficiency leads to job satisfaction, but the opposite cannot be true. If one has a good job, he will have sense of satisfaction.

Additionally, if we assume that organization gives higher rewards for more productive employees, the production amount can result in a person's reputation, his salary increases, and probably means of his promotion are provided. This type of rewards, in turn, increases the satisfaction of the work (Robbins, 2010).

#### **- Payments System**

Another very important job is "salary and income". Salary means the money that is paid in exchange for work done by a person. Many managers consider salary "as the most important motivating behavior factor in the organization, while psychologists believe that when basic needs are met within reasonable limits, the amount of salary is placed in the third to sixth rank, and job security and ability to do work motivate employee more than amount of salary (Zakir, 2014).

### **Research Questions**

1. What are the factors of job satisfaction in the Urban Development Department of Shiraz?
2. How is the rating of these factors in the Urban Development Department of Shiraz?

## **MATERIALS AND METHODS**

### **Methodology**

According to the approaches outlined in the investigation of the factors affecting the job satisfaction in the review of literature section, this research is based on the factors affecting job satisfaction. Based on previous conducted research, definitions, and views of experts, we identified and categorized the factors affecting job satisfaction of Urban Development Department of Shiraz that the final model is as follows.

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### 1- Level One

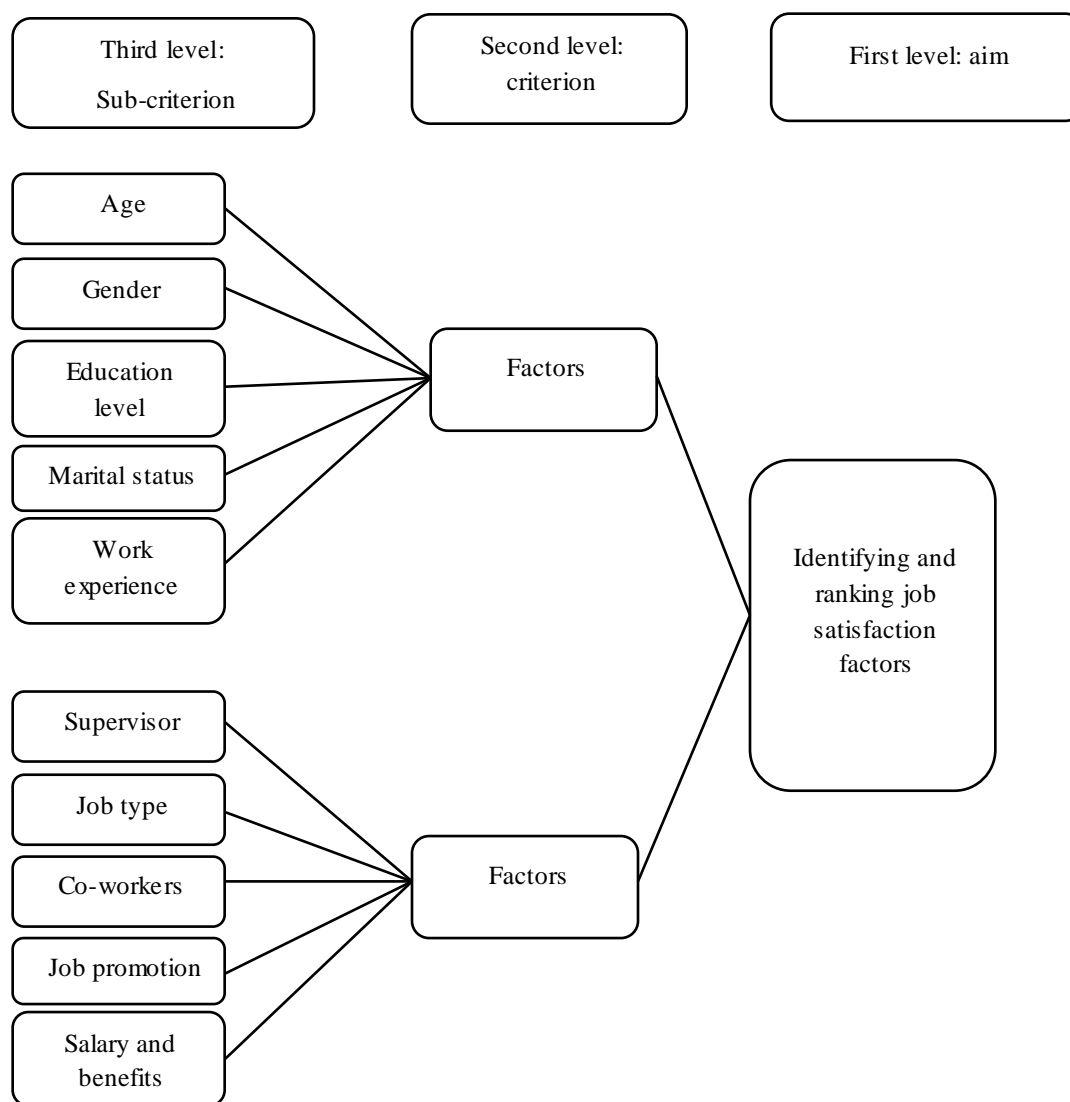
It states the aim of the study that is identifying and ranking the factors influencing job satisfaction and Urban Development Department of Shiraz in this study.

### 2. The Second Level

It includes criteria of classification of job satisfaction.

### 3. The Third Level

In the third category, components or sub-criteria related to internal and external factors are considered.



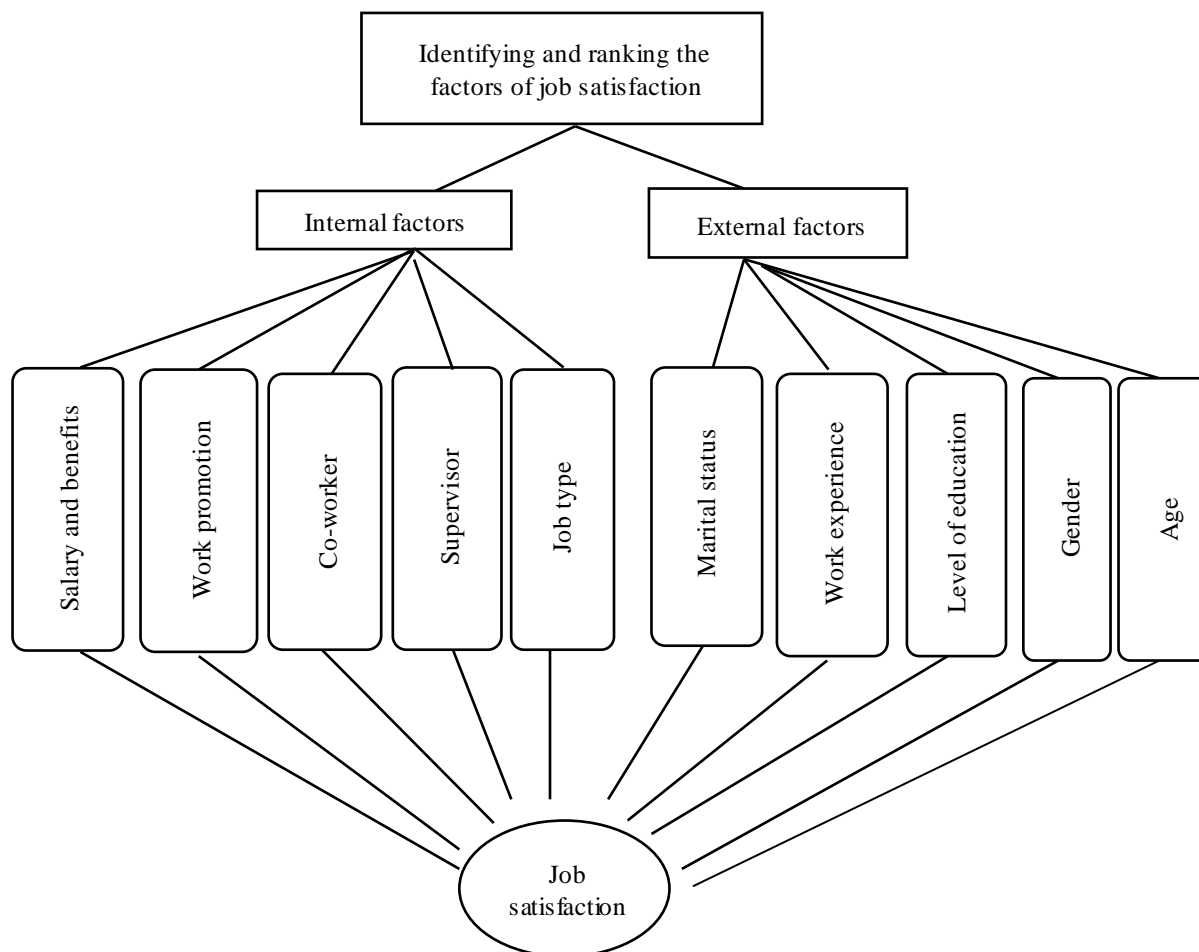
**Figure 1: conceptual model of research**

The current study is descriptive-survey study (non-experimental), and it is applied in terms of goal of study. The population consisted of employees of the Department of Urban Development of Shiraz that their number was 55, according to information obtained from the department of human resources. Based on Morgan table, 48 of them were selected as sample of study.

Due to limitation in the analysis of AHP method, 19 skilled and experienced people were selected, and questionnaires were distributed. To assess job satisfaction, questionnaire of Visoky and chrome (1991) was used and SPSS software was used to identify factors affecting job satisfaction. To prioritize the factors, AHP questionnaire was used and Expert choice software was used to rank them. Cronbach's alpha

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coefficient is 0/97 for job satisfaction questionnaire and chrome (1991) using SPSS software. Inferential statistics indicators include factor analysis (Spearman correlation coefficient) and multiple regression test and Friedman Haiti test. Data analysis is composed of two parts. In the first part, we investigated the sample characteristics such as age, sex, marital status, education, work experience, and in the second part, we investigated the results of the questionnaire. In order to rank the factors influencing job satisfaction and analysis of collected data, we used an assessment model called AHP model.



**Figure 2: Hierarchical tree**

### Analysis of Questionnaires

In the AHP method, paired comparison is done in each level of criterion and by using Expert choice software, questionnaire paired comparison questionnaires and their incompatibilities rates were determined. When compatibilities rate is less than 0.01, paired comparisons is acceptable. In paired comparisons tables, if the row criteria are preferred over columns criteria, numbers are shown by red colour.

## RESULTS AND DISCUSSION

### Results

#### Examination of Confirmatory Factor Analysis of Job Satisfaction Index

As you can see in Table 6.4, the confirmation or rejection of significance of factorial loads is done significance numbers. Indicators that their factorial load is less than 0/3, indicate the low index and it is deleted of model. In this table, there is no weak feature and all of them have acceptable factorial load.

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**Table 1: Confirmatory factor analysis to indicators of job satisfaction**

Factorial load	Sig	Features	indicators
0.80	P<0.001	Complex	Job type
0.77	P<0.001	Non-repetitive and requires creativity	
0.81	P<0.001	Being fond of	
0.77	P<0.001	Good	
0.72	P<0.001	Happiness	
0.64	P<0.001	Respectably	
0.82	P<0.001	Valuable and useful work	
0.83	P<0.001	Pleasant	
0.85	P<0.001	Useful	
0.81	P<0.001	A sense of accomplishment and purpose	
0.88	P<0.001	Worthy	supervisor
0.87	P<0.001	Clever	
0.32	P<0.001	Available when needed	
0.91	P<0.001	very popular	
0.88	P<0.001	Moderate	
0.75	P<0.001	Flexible	
0.71	P<0.001	Interferes in my works	
0.44	P<0.001	Gives me feedback	
0.58	P<0.001	Motivational	
0.80	P<0.001	Loyal	Co-worker
0.59	P<0.001	Acts quickly	
0.68	P<0.001	The sense of responsibility	
0.63	P<0.001	Smart	
0.64	P<0.001	Active	
0.54	P<0.001	Respects us	
0.71	P<0.001	Pleasant	
0.62	P<0.001	Friendly	
0.65	P<0.001	Attractive	
0.94	P<0.001	Appropriate	Job promotion
0.96	P<0.001	Regular	
0.94	P<0.001	Promotion based on ability	
0.89	P<0.001	Continuous	
0.90	P<0.001	Opportunity for advancement	Salary and benefits
0.85	P<0.001	Good	
0.79	P<0.001	job security	
0.92	P<0.001	High pay	
0.93	P<0.001	Enough for normal spending	
0.88	P<0.001	According to my right	
0.91	P<0.001	I could buy luxury goods by my salary	

Investigation of degree of satisfaction of subjects of the indicators of obtaining job satisfaction of employees by using t-test

**Table 2: The degree of satisfaction of subjects of indicators of employees' job satisfaction using t-test**

Degree of satisfaction	maximum	minimum	Sig	mean	
satisfied	0.75	0.29	P<0.001	3.01	job type
satisfied	0.80	0.36	P<0.001	3.08	Supervisor
satisfied	0.84	0.30	P<0.001	3.07	Co-worker
satisfied	0.86	0.24	P<0.001	3.05	Job promotion
unsatisfied	-0.38	-0.66	P<0.001	2.11	salary and benefits

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As seen in Table 2, indicators of type of work, supervisors, coworker, and job promotion have significantly been satisfied with of employee Urban Development Department employees of Shiraz, but in the index of salary and benefits, job dissatisfaction can be clearly seen.

Investigation of ranking the factors affecting job satisfaction using Friedman test

**Table 3: Ranking factors affecting job satisfaction using Friedman**

	Mean	Rank
job type	3.28	3
Supervisor	3.45	2
Co-worker	3.52	1
Job promotion	3.23	4
salary and benefits	1.52	5
job type	3.28	3

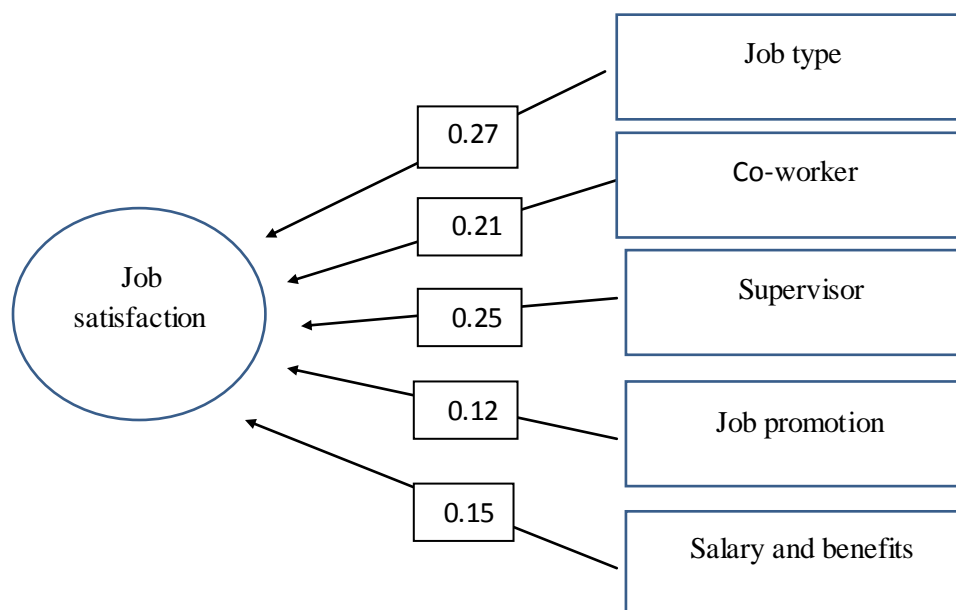
Output of Table 3 shows that based on mean scores of job satisfaction indicators in the Department of Urban Development of Shiraz, indicators of supervisor, job type, job promotion and salary and benefits are in the first to fifth ranks, respectively.

Investigation of the degree of impact of factors affecting job satisfaction using multiple regression test.

**Table 4: The degree of impact of factors affecting job satisfaction using multiple regression test**

result	sig	Beta	Independent variable	Dependent variable
Significant and positive impact	0.001	0.27	job type	Job satisfaction
	0.001	0.21	Supervisor	
	0.001	0.25	Co-worker	
	0.001	0.12	Job promotion	
	0.001	0.15	salary and benefits	

### Investigation of the Degree of Impact of Factors Affecting Job Satisfaction Using Path Analysis Charts



**Figure 3: The degree of impact of factors affecting job satisfaction using path analysis charts**



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Table below shows the paired comparisons related to main criteria along with incompatibility rate.

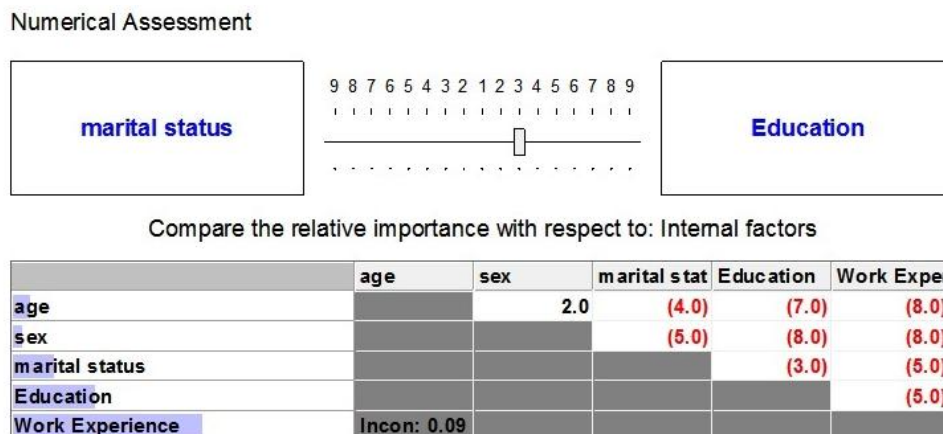


Figure 4: Paired comparisons in the Department of Urban Development of Shiraz

The red color of some of the numbers indicates that in the paired comparison, the importance of sub-criterion relating to its number is below the sub-criterion of the matrix column from the participant view. The incompatibility rate of comparisons in the above table in the Department of Urban Development of Shiraz was obtained 0/09, given that the incompatibility rate is less than 0/1, comparisons can be used to rank criteria. Based table above, the ranking of criteria is as follows.

### Ranking of Factors Affecting Job Satisfaction of Employees in the Department of Urban Development of Shiraz

#### Second Level Criteria Ranking

Based on the results obtained by analysis by Expert Choice software, the final weight and priority form of second level criteria in the Department of Urban Development of Shiraz were specified in the following tables. As you can see, external factors (with weight of 61/2%) were the most important factor in the Department of Urban Development of Shiraz, followed by internal factors with weight of 38/8%.

Table 5: Ranking of second level criteria of the Department of Urban Development of Shiraz

Percentage of the second level criterion	Second level criterion	row
61.2%	External factors	1
38.8%	Internal factors	2

#### Ranking of Third Level Criteria

Based on Table (5), among the second level criteria of the Department of Urban Development of Shiraz, external factors were considered as the most important factor with weight of 61/2 that external factors variables or sub-criteria have been stated in the third level in which salary and benefits is in the first rank (with weight of 26/6%), followed by job promotion (with weight of 11/9%), job type (with weight of 10/1), supervisor (with weight of 8/2), and co-workers (with weight of 6/7%), respectively.

Table 6: Ranking the criterion of external factors of third level of Department of Urban Department of Shiraz

Percentage of criteria of external factors	External Factors	row
26.6%	Salary & Benefits	1
11.9%	Upgrade & Promotion	2
10.1%	Job Type	3
8.2%	Supervisor	4
6.7%	Co - worker	5



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Based on table (6), internal factors also (with rank of 8/38%) were placed in the second rank from the respondents perspective in the Department of Urban Development of Shiraz. Among its sub-criteria, work experience was placed in the first rank (with rank of 16/9%), followed by education level (with rank of 8/1%), age (with rank of 4/8), marital status (with rank of 4/6%), and gender (with rank of 2/2%), respectively.

**Table 7: Ranking the criteria of third level internal factors of the Department of and Urban Development of Shiraz**

Percentage of criteria of internal factors	Internal Factors	row
16.9%	Work Experience	1
8.1%	Education	2
4.8%	Age	3
4.6%	Marital Status	4
2.2%	Gender	5

### **Conclusion**

A) According to studies conducted and collecting the comments of experienced experts of Department of Urban Development of Shiraz, external factors were in the first priority. From the perspective of employees of this department, it has the highest impact on job satisfaction of the employees after the salary and benefits as the current situation shows that satisfaction of employees of the salary and benefits is in its minimum level. Therefore, paying attention to this factor by managers of organization is vital in order to enhance the satisfaction of the employees.

B) According to the opinions of people in the Department of Urban Development of Shiraz, we investigated the ranking of indicators affecting job satisfaction. Results indicated that co-worker factor has the highest impact, followed by, supervisor, job type, job promotion, salary and benefits, respectively. However, results of AHP suggest salary and benefits have the highest impact compared with other factors.

C) In this study, internal factors such as work experience and education had the greatest impact on job satisfaction.

### **Recommendation**

1. It should be remembered that in order to motivate employees, we must use non-material incentives, such as environmental conditions suitable for work, appreciation for doing task and sense of participation and belonging in response to performing tasks. According to investigations, the strengthening of factors such as salary and benefits, promotion and appreciation, supervisor, co-workers, and job type can have a positive impact on job satisfaction.
2. to increase the job satisfaction of employees and thus to enhance the organizational effectiveness, providing better services to customers, enhance the Department of Urban Development of Shiraz city, we should give priority to dimension of benefits that this factor by managers of organization to maximize job satisfaction is important.
3. Wages, salaries, bonuses, benefits and amenities should be designed in such a way that it is sufficient for the subsistence of employees and create motivation in employees. It must be also economical. To offset the energy and time that a person spends on the organization, to achieve the organization objectives, in response to the creativity and ingenuity and new methods of doing things that a person use in levels higher than standards, bonuses must be given for these people.
4. managers of organization should pay special attention to job promotion and upgrading of employees, which includes enrichment of job, job turnover, less more work challenge, high responsibility of individuals, more freedom in decision-making, obtaining information about own job description, the possibility of increasing the knowledge, and educational promotion, so that employees have high job satisfaction.

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5. The type of work, including the range and diversity of job increases job satisfaction but wide variation causes ambiguity and confusion. On other hand, low diversity leads to monotony of job and ultimately lack of job satisfaction.
6. Everywhere that supervisors have supportive and friendly behavior with employees, job satisfaction will be higher. Therefore, managers should pay more attention to their supervising style.
7. Providing resources related to job satisfaction for employees and develop research culture among the community through brochures, leaflets, posters, etc, and cooperation with researchers about academic and administrative issues.

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