

# Identifying, Measuring and Ranking Job Satisfaction at Organizational Level

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## ABSTRACT

The purpose of writing the current paper is to identify and prioritize the driving affecting factors on job satisfaction. For the meaning, two questionnaires were designed and after proving their validity and reliability distributed among statistical society. For measuring job satisfaction, we utilized 5 dimensions consist of nature of work, management styles, relation with colleagues, job promotion system and salaries and payment system. The result of Chi-Square test shows all dimension have positive and direct relationship with job satisfaction. Also Binomial test illustrates all variables except management style and relation with colleagues placed in favorable levels.

In conclusion, using fuzzy TOPSIS technique we ranked job satisfaction sub criteria in which "Being Proud of job", "appropriateness of coefficients for calculation of salary" and "Extent of routine tasks" were selected as the most important ones.

**KEYWORDS:** job satisfaction, multi criteria decision making, Fuzzy TOPSIS technique.

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## 1. INTRODUCTION

In today's complex environment, organizations are challenged on regular basis to formulate strategies for responding to the customer needs and desires, technology improvement and competitive activities. Social beings, and therefore, when a group of people come together in a set of functions, beliefs, norms and values them appear which way it affects their behaviors (Shahamiri & Namdari, 2013).

Definitely all organizations pursue the methods to enhance their employees' motivation which improve their performance and increase commitment. One of these methods is "job satisfaction". If employees' job satisfaction increases, both employees and organization will attain their goals and objective and therefore achieve more success (Stewart, 2008).

Job satisfaction is one of methods for gathering information from people which explain their attitude, feelings and personal preferences (Chen, 2007) and express their interest to their jobs (Lambert et al, 2007). Managers are able to discover their employees' preferences and wants and consider some factors like rewards, promotion, income, welfare facilities by understanding their people's job satisfaction (Tsai et al, 2007).

Some researchers believe that job satisfaction is the act of integration among employees' needs and their professional values. In another definition job satisfaction is defined as a improvement and stability in job in terms of environment and personality standardization (Moghimi, 2003).

People bring their physical and spiritual capabilities. Most of them try to make difference between their life and others. Work can be considered as a tool for achieving personal goals. When employees' expectations be met by their job, they finding good feeling about their job. The positive feeling illustrates job satisfaction. Therefore it can be claim job satisfaction is one of factors of life satisfaction (Green, 2000).

As security and exchange organization is a knowledge-based one and human resources are the most important ones, so attending to their promotion, wages and salaries and generally providing them more satisfied, is one of the key task of its managers, in the study we are trying to identify the driving affecting factors on job satisfaction in security and exchange organization. Moreover the budget for doing all work to achieve more satisfaction, is not enough, therefore it seems categorizing the most important indices of job satisfaction is very important. So the main questions of the current studies can be defined as:

- ❖ What are the driving affecting factors on job satisfaction?
- ❖ What are the most important indices of job satisfaction?

## 2. LITERATURE REVIEW

### 2.1. Job satisfaction

Job satisfaction is a vital one side of the structure and the improvement of the human resources' health is on the other hand. It reflects positive and negative feelings and attitudes which people have about their jobs and is related to many factors and scope of where the employees have been as far as the fulfillment of their tasks. Job satisfaction is also a set of

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feelings and beliefs which people have about their jobs. It is one of the most vital factors for career success which improve performance and personal satisfaction (Shahamiri & Namdari, 2013).

Job satisfaction is a complex variable which has been the core of various researches in organizational behavior and human resource management literature (Walt, 2007). Job satisfaction is considered as an outdated concept from materialistic or extrinsic perspective. It is generally felt which it is time to move beyond these materialistic criteria to more intangible and intrinsic ones. In order to obtain a better to understand the contemporary concept of work and how it can influence people's experience satisfaction. It has been found that people regard work as more than a means to achieve an equitable salary at the end of every month (Noor & Arif, 2011).

Job satisfaction refers broadly to the degree to which employees enjoy their job and is determined based on self-reported information. So job satisfaction can be considered as a vital factor in increasing an organization's competitive advantage. Against the background we have witnessed an enhanced interest of economists in subjective aspects of well-being at work (Heidari & Saeedi, 2012).

Definitely organizations always are seeking to investigate methods to enhance their labor force motivation in order to improve their job performance and commitments. One of these techniques is employees' job satisfaction. When organizations manage to enhance it in their employees, it shall both attain its organizational goals and guarantee its future success (Saeedi *et al.*, 2012; b).

Job satisfaction is the individual's negative or positive evaluative judgment about his or her job (Fasihzadeh *et al.*, 2012). Purpose of job satisfaction is the general attitude people have about it. Therefore a person who has a positive attitude about his or her job has high level of job satisfaction and wise versa (Haji Mohammadi *et al.*, 2012). The importance of this concept refers to its main role in job design, leadership and employee's quitting. Three main approaches have been proposed in relation to effective factors on job satisfaction (Fasihzadeh *et al.*, 2012).

1. Paying more attention to employees' moods and tends which have determinant influence on their job attitudes.
2. Denying the effect of individual differences on job attitudes.
3. Combination of the mentioned approaches (Fasihzadeh *et al.*, 2012).

There are some factors which affect on employees job satisfaction, improve their effectiveness and insure their physical and mental health. If people satisfy about their life and learn life skills more and more, dissatisfying of job lead to reduce mental health which is not enough in work environment. So managers must supervise mental health of their employees continually (Khanifar *et al.*, 2012).

### 2-3-1- Job satisfaction dimensions

Different models have been provided for job satisfaction. Each one of these models have their own peculiar indices for evaluating job satisfaction including the nature of job, promotions, relations with colleagues and managers, job security, participation in organizational affairs etc.

**Nature of the Job:** various studies have indicated that when a job has richer content and concept, it shall exert more impact on job satisfaction. That is, when duties based on capabilities and motivation of employees has sufficient variety and complexity, and when manager show feedbacks from time to time, job satisfaction shall begin to increase, because, in this way, employees feel self-respect. It drives them search for latest knowledge and skills in their jobs (Mohaghegh, 2001).

**Management style:** what which is most evident in management and organizational issues is that managers show the weaknesses of their employees best while they do not do well in removing such weakness; that is, they are skillful in identifying weaknesses while they have not skill in recovering. In such circumstances, employees begin to complaint their poor situations, insufficient salary, lack of promotion etc to express their bad feeling from their jobs (Houshangi, 2003).

**Relations with colleagues:** this is another factor which affects job satisfaction in employees. When employees are allowed to choose their colleagues, it shall increase their job satisfaction and leads to decreased costs of work. Having positive group relations and close communications and friendship can be important in job satisfaction. Researches indicate that employee-focused management can cause job satisfaction better than other styles of management (David and Newstorm, 1994). It is noteworthy that job satisfaction arising out of communications in organization depends on differences in what people may gain from such communications (Yew-Ming, 1995).

**Salaries:** Lock studies show that salary is an important factor in job satisfaction of employees. It is the most occupational factor in the eyes of all classes of employees. Some studies indicate that it is the most important factor to achieve job satisfaction in employees, and it is most likely to be the sole option to gain job satisfaction for employees who have no other pretext to achieve job satisfaction.

**Job Promotion System:** while many people may consider occupational rout as synonym for Job Promotion System, but from a broader vantage point, it must be interpreted as certain personal views and behaviors in the work. On the other hand, occupational rout has external concept referring to individual's views on his/her job (Saatchi, 1994).

## 4. METHODOLOGY

Samples for this research were chosen from managers in different levels of Security and exchange organization: 197 employees and whereas this number seems to be inadequate, the sampling was done through an integral counting method. Current study can be considered as a descriptive survey if to view from data collection aspect and as an applied research if

to investigate the goals of the study. To collect the data library method (to refer to books, articles, libraries, etc...) and fieldworks (questionnaire) was being applied. For gathering data from statistical society two questionnaires were designed. Both of them have 28 questions in job satisfaction. The questionnaires were designed to measure and rank elements of job satisfaction using fuzzy topsis technique. Both of them had the same questions, but in the second one we used 7-point spectrum in fuzzy TOPSIS style.

To analyze the data SPSS 19 was utilized. The management experts were being asked to evaluate the validity of questionnaires. For this mean, the questionnaires were given to some professors and experts in management, and after their modifications were being applied and they confirmed it, the questionnaires were given to the participants. For assessing questionnaire validity we asked for experts' opinions and to determine the questionnaires' reliability, the 'Cronbach Alfa technique' was used. For this purpose, 35 people were selected by random (from the sample) and the questionnaires were given to them. The 'Cronbach Alpha' value was calculated 0.78. As the reliability results calculated above the reasonable threshold (0.7), reliability of questionnaire was confirmed. It is necessary to mention because of all questions of both questionnaire were similar, reliability of the first on is adequate.

### 3-2 Fuzzy TOPSIS Technique

#### Fuzzy multi criteria decision making methods

Decision making is the process of deciding the best option from among different options which we can choose. Great variety of variables posed to decision maker can trouble him in making the best decision. Therefore, decision maker desires to achieve more than one single objective (Saeedi et al, 2012; c).

In classical multi criteria decision making, the weight of variables is well known. However, because of obscurity and uncertainty in comments of decision maker, statement of data shall be absolutely improper. Since human judgments cannot be evaluated through precise numerical values, and that they are almost obscure, we cannot use classical decision making techniques for such problems. During the recent years, many efforts have been made to remove the obscurity which eventually resulted in application of the fuzzy collection theory in multi criteria evaluation methods (Saeedi et al, 2012).

Fuzzy theory was promoted by 1965 by Prof. Lotfizadeh. It can be used for variable situations where a comparison cannot be made. People's judgments may be obscure (Semih et al, 2009). These judgments are expresses in the forms of: equal, relatively strong, very strong, vey very strong, etc. fuzzy theory can help removing obscurity in human judgments. Desirability of options in comparison with all criteria is usually stated in the form of fuzzy numbers which is called 'fuzzy desirability' (Yeh & Deng, 2004).

Topsis (method of prioritizing the options considering their similarity with positive solution) is a MCDM classic method which was extended in 1981 by Huang & Yoon for MCDM problem solving. The selected option must have the shortest distance from the ideal one and must have greatest distance from the negative one. In real-time, lack of sufficient information and/or lack of access to information causes that we cannot find the data in an absolute way, but in the form of fuzzy. Therefore, attempt has been made to use topsis method with fuzzy data for prioritizing job satisfaction elements.

Stages of decision making using fuzzy topsis technique (Hwang & Yoon, 1981).

Stage 1- obtaining weights vector  $w_{\sim j}$

Stage 2- normalizing the matrixes obtained from poll in relation to strageties, which is a new matrix as follows:

$$\tilde{R} = \left[ \tilde{r}_{ij} \right]_{m \times n} \quad (1)$$

$B \subseteq \{1, \dots, n\}$  is related to indices which are connected with profit

$$\tilde{r}_{ij} = \left( \frac{a_j^-}{d_{ij}^-}, \frac{a_j^-}{c_{ij}^-}, \frac{a_j^-}{b_{ij}^-}, \frac{a_j^-}{a_{ij}^-} \right), \quad j \in C \quad (2)$$

$C \subseteq \{1, \dots, n\}$  relates to indices which are connected with cost

$$\tilde{r}_{ij} = \left( \frac{a_{ij}^+}{d_j^*}, \frac{b_{ij}^+}{d_j^*}, \frac{c_{ij}^+}{d_j^*}, \frac{d_{ij}^+}{d_j^*} \right), \quad j \in B \quad (3)$$

Stage 3- the weighted matrix takes the form of formula 4

$$\tilde{v}_{ij} = \tilde{r}_{ij} \otimes w_{\sim j} \quad V^{\sim} = \left[ \tilde{v}_{ij} \right]_{m \times n}, \quad i = 1, 2, \dots, m, \quad j = 1, 2, \dots, n$$

Stage 4- deciding the ideal pc (4) zzy solution and negative fuzzy solution:

$$\tilde{v}_j^- = \begin{cases} \min_{i=1, \dots, m} \tilde{v}_{ij} ; j \in B \\ \max_{i=1, \dots, m} \tilde{v}_{ij} ; j \in C \end{cases} \quad (5) \quad (6) \quad * = \begin{cases} \max_{i=1, \dots, m} \tilde{v}_{ij} ; j \in B \\ \min_{i=1, \dots, m} \tilde{v}_{ij} ; j \in C \end{cases}$$

$$FNIS = \{ \tilde{v}_j^- \mid j = 1, \dots, n \}$$

$$FPIS = \{ \tilde{v}_j^* \mid j = 1, \dots, n \}$$

Stage 5- calculation of distances and sized using fuzzy distance

Distance of each option from positive ideal one can be calculated through equation 8

$$d_i^- = \sum_{j=1}^n d(\tilde{v}_{ij}, \tilde{v}_j^-), i=1, \dots, m \quad (7)$$

$$d_i^+ = \sum_{j=1}^n d(\tilde{v}_{ij}, \tilde{v}_j^*), i=1, \dots, m \quad (8)$$

Step 6: Calculating the relative closeness to the ideal solution and ranking:

Such calculation can be done for negative ideal one through equation 9

$$Cc_i = \frac{d_i^-}{d_i^- + d_i^+} \quad (9)$$

**4.1. Chi- Square test**

To identify the driving affecting factors on job satisfaction Chi-Square test was applied. The results are shown in table 1:

Table 1: The results of applying Chi-Square test

Correlations	Chi-Square	Sig	Result
Nature of work	11.704	0.017	Meaningful relationship
Management style	9.415	0.024	Meaningful relationship
Relation with colleagues	8.816	0.004	Meaningful relationship
Job promotion system	10.416	0.011	Meaningful relationship
Salaries and payment system	8.961	0.033	Meaningful relationship

As table 1 shows, there are positive and meaningful relationships between “nature of work”, “management style”, “relation with colleagues”, “job promotion system” and “salaries and payment system”. Because the calculated significant for all relationships is less than research error (0.05).

**4.2. Binomial test**

To survey job satisfaction and its dimensions levels, Binomial test was applied. Table 2 shows the results of Binomial test.

Table 2: The results of applying Binomial test

Correlations	Observed prop.	Test prop.	Sig	Result
Nature of work	0.7	0.5	0.017	High level
Management style	0.4		0.024	Low level
Relation with colleagues	0.3		0.005	Low level
Job promotion system	0.6		0.011	High level
Salaries and payment system	0.8		0.033	High level
Job satisfaction	0.6		0.026	High level

Table 2 shows all variables apart from “management style” and “relation with colleagues” were placed in high levels.

**4.3. Ranking the elements of job satisfaction using fuzzy TOPSIS Technique**

In real-word situation, because of incomplete or non-obtainable information, the data (attributes) are often not so deterministic, there for they usually are fuzzy /imprecise (Saeedi et al, 2012; c). So, we try to extend TOPSIS for fuzzy data to categorize the driving factors affecting on job satisfaction. Linguistic variables for the important weight of each criteria are shown in table 3:

Table 3: Linguistic variables for the importance weight (Chen, 2000)

Very Low	VL	(0, 0, 1, 2)
Low	L	(1, 2, 2, 3)
Medium Low	ML	(2, 3, 4, 5)
Medium	M	(4, 5, 5, 6)
Medium High	MH	(5, 6, 7, 8)
High	H	(7, 8, 8, 9)
Very High	VH	(8, 9, 10, 10)

Decision making matrix and fuzzy weights of variables have been made according to the table 4:

**Table 4: Decision making matrix and fuzzy weights**

	5	6	7	8	7	8	8	9	7	8	8	9	4	5	5	6	8	9	10	10
	Nature of work				Management styles				Relation with colleagues				Job Promotion System				Salaries and payment system			
P1	7	8	8	9	2	3	4	5	4	5	5	6	8	9	10	10	5	6	7	8
P2	7	8	8	9	4	5	5	6	2	3	4	5	2	3	4	5	4	5	5	6
P3	5	6	7	8	8	9	10	10	2	3	4	5	2	3	4	5	2	3	4	5
P4	8	9	10	10	7	8	8	9	0	0	1	2	2	3	4	5	8	9	10	10
P5	4	5	5	6	5	6	7	8	4	5	5	6	7	8	8	9	8	9	10	10
P6	1	2	2	3	7	8	8	9	7	8	8	9	4	5	5	6	2	3	4	5
P7	7	8	8	9	5	6	7	8	2	3	4	5	5	6	7	8	2	3	4	5
P8	8	9	10	10	0	0	1	2	8	9	10	10	2	3	4	5	1	2	2	3
P9	8	9	10	10	4	5	5	6	2	3	4	5	8	9	10	10	5	6	7	8
P10	4	5	5	6	7	8	8	9	7	8	8	9	4	5	5	6	8	9	10	10
P11	2	3	4	5	7	8	8	9	7	8	8	9	8	9	10	10	7	8	8	9
P12	4	5	5	6	8	9	10	10	5	6	7	8	8	9	10	10	8	9	10	10
P13	2	3	4	5	1	2	2	3	8	9	10	10	4	5	5	6	7	8	8	9
P14	8	9	10	10	7	8	8	9	4	5	5	6	2	3	4	5	7	8	8	9
P15	7	8	8	9	2	3	4	5	2	3	4	5	5	6	7	8	8	9	10	10
P16	8	9	10	10	5	6	7	8	7	8	8	9	2	3	4	5	8	9	10	10
P17	4	5	5	6	8	9	10	10	7	8	8	9	4	5	5	6	8	9	10	10
P18	4	5	5	6	2	3	4	5	7	8	8	9	5	6	7	8	4	5	5	6
P19	8	9	10	10	4	5	5	6	5	6	7	8	7	8	8	9	2	3	4	5
P20	7	8	8	9	7	8	8	9	4	5	5	6	7	8	8	9	4	5	5	6
P21	4	5	5	6	2	3	4	5	2	3	4	5	4	5	5	6	2	3	4	5
P22	0	0	1	2	2	3	4	5	7	8	8	9	5	6	7	8	8	9	10	10
P23	4	5	5	6	7	8	8	9	2	3	4	5	4	5	5	6	5	6	7	8
P24	2	3	4	5	5	6	7	8	5	6	7	8	5	6	7	8	7	8	8	9
P25	0	0	1	2	2	3	4	5	7	8	8	9	7	8	8	9	4	5	5	6
P26	7	8	8	9	1	2	2	3	7	8	8	9	7	8	8	9	4	5	5	6
P27	7	8	8	9	8	9	10	10	8	9	10	10	8	9	10	10	7	8	8	9
P28	5	6	7	8	7	8	8	9	7	8	8	9	5	6	7	8	8	9	10	10

Table 4 shows the first level of applying fuzzy TOPSIS technique to rank job satisfaction indices.

According to Row 1 of the table above, salary and payment system with a weight of "Very High" is the most important dimension of job satisfaction. Then, "management style", "relation with colleagues at the workplace" is placed with "High" point, respectively. Moreover, "job promotion system" is regarded as the least important dimension of job satisfaction obtaining "Low" point.

Now by utilizing formulas 1 to 3, fuzzy normalized matrix and formula 4 normalized fuzzy weight normalized matrix were calculated. It is important to mention because of calculation high volume, we ignore both of them.

And finally by applying formulas 7, 8 and 9, fuzzy positive ideal solution, negative ideal solution and the relative closeness to the ideal solution were determined. As the goal is to achieve the positive ideal solution, so the purpose is to decrease the distance with positive ideal solution and increase it with negative ideal solution.

These parameters are shown in table 5:

**Table 5: Fuzzy positive and negative ideal solution, relative closeness to the ideal solution and final ranks**

Variables	$D_i^+$	$D_i^-$	$Cc_i$	Rank
Clarity of tasks	1.808278445	1.281734929	0.414799153	11
Satisfaction with job in organization	1.741088215	1.326645796	0.432451377	10
Being Proud of job	1.465641613	1.675717434	0.533437092	1
Extent of routine tasks	1.60624958	1.613712672	0.501158879	3
Being fascinated with job	2.64551405	1.37265718	0.341612415	17
Boringness of job	3.092542939	1.492386813	0.325498294	22
Intelligence and competence of manager	3.068875148	1.499657622	0.328258042	20
Extent of interference of supervisor	3.52562827	1.432279244	0.28888785	26
Feedback to personnel	2.787884065	1.411188633	0.336071494	18
Flexibility of managers	2.445237487	1.68646323	0.408176522	13
Enjoy methods of management	2.464869924	1.603961023	0.394206848	14
Stimulating the personnel	2.255617765	1.725746262	0.433456034	9
Attractiveness of colleagues	3.204899309	1.153848724	0.264720217	27
Extent of unofficial relations of colleagues	2.533854367	1.785795299	0.413412067	12
Sense of responsibility of colleagues	2.886565593	1.201546456	0.29391231	24
Loyalty of colleagues to the organization	2.389051535	1.841822789	0.435329118	8
Speed of action and activity of the colleagues	2.337989981	1.803715327	0.435500643	7
Intelligence of colleagues	3.164174534	1.288546792	0.289384109	25
Promotion based on capability	2.895731494	1.600646553	0.355985759	16
Job conditions for promotion	2.663862552	1.701252462	0.38973829	15
Helpfulness of job for promotion	2.060814768	1.004735929	0.327750551	21
Desirability of promotion system	2.089877913	1.028413004	0.329800212	19
Job security	1.655852829	1.43803923	0.464799419	4
Sufficiency of job for expenses	1.688343582	1.395733518	0.452561163	5
Proportionate payment for personnel	3.373126661	1.028413004	0.233648469	28
Financial ability for purchase of luxurious goods	3.091825687	1.340168132	0.302384928	23
Appropriateness of coefficients for calculation of salary	2.003828021	2.083544349	0.509751537	2
Clarity of tasks	2.294494627	1.797756494	0.439307472	6

Considering Table 6, we can find that such elements as "Being Proud of job", "appropriateness of coefficients for calculation of salary" and "Extent of routine tasks" are the most important elements and "Proportionate payment for personnel", "Attractiveness of colleagues" and "Extent of interference of supervisor" are considered the least important elements of job satisfaction.

## 5. Conclusion and Suggestions

The current research was done in a society includes 197 people of security and exchange organization. To survey the driving affecting factors on job satisfaction and prioritizing its indices, 2 questionnaires were utilized. For measuring job satisfaction, we applied 5 dimensions includes: nature of work, management styles, relation with colleagues, job promotion system and salaries and payment system.

First of all applying Chi Square test shows there are positive and direct relationship between job satisfaction with nature of work, management styles, relation with colleagues, job promotion system and salaries and payment system.

After that, the results of Binomial test show “job satisfaction”, “nature of work”, “job promotion system” and “salaries and payment system” were placed in high levels. The finding of applying Binomial test for job satisfaction level is consistent to Heidari and Saeedi research (Heidari abd Saeedi, 2012).

Finally, through application of the technique of fuzzy TOPSIS, dimensions of job satisfaction have been classified in which "Being Proud of job", "appropriateness of coefficients for calculation of salary" and "Extent of routine tasks" were selected as the most important ones.

Also “attractiveness of colleagues” was placed in one the least priorities which is consistent to Saeedi et al research which survey the influence of job satisfaction on employees’ citizenship behavior (Saeedi et al, 2012; b).

Attending to results, it can be claimed that in Security and Exchange Organization 5 factors affect on employees job satisfaction includes: “nature of work”, “management style”, “relation with colleagues”, “job promotion system” and “salaries and payment systems” which all of them apart from “management styles” and “relation with colleagues” were placed in high levels. These people love their jobs and salaries are their most important priority for them. They are proud of their job and want to maintain in the organization (having job security). Also they enjoy routine works and do not want to have relation with their coworkers and interface to their managers.

Attending to the results some suggestions were presented:

- **Being proud of job:** this variable represents affective commitment of employees. So the managers are advised to contract to the employees for long time, try to solve personal and organizational problems of people and posing them in a favorite position in relation of their skills, expertise and abilities.
- **Appropriateness of coefficients for calculation of salary:** this sub criterion was placed in second place which shows its high importance. So allocating adequate budget for employees’ salaries, enhancing their rewards and appreciating them can improve this variable.
- **Extent of routine tasks:** it makes employees so tired which lead to turnover and job leaving. Entrusting new task to the employees, delegation and job rotation are some suggestions to managers.

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