Factors Influencing Job Satisfaction and its Relationship with Organizational Commitment in Department of Justice in Ardebil Province

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ABSTRACT

The purpose of this study is factors influencing job satisfaction and its relationship with organizational commitment in department of justice in Ardebil province. Materials and method is type of applied-descriptive research and tries to examine the impact on job satisfaction and organizational commitment in department of justice in Ardebil province. Research is a one-year period and is from early 1391 until the end of 1391 and data collected during inventory is from July to the end of September and that population are all employees of department of justice in Ardebil province and its number are 600. Sampling in this study is simple random sampling that 235 subjects were selected based on Cochran formula. To analyze the data, were used the descriptive-analytical statistics based on research hypothesis. The results of the data shows that job satisfaction have a relationship with organization commitment. Increase job satisfaction increases the organizational commitment.

Key words: Job satisfaction, organization commitment, autonomy, socialization, role ambiguity, role conflict, administration of justice in Ardebil province

Introduction

Measuring indicators of excellence to other organization are employees working in organizations that their loyalty and commitment makes to perform the duties of a higher quality.

This increases the operation, efficiency and effectiveness of organization. Unlike, unresponsive people carry out this treatment to each other assigned to the organization and this reduces the performance and declines the organization term of quality and quantity. Research has shown that employee with higher job satisfaction, are on better situation about mental ability and physically. High level of job satisfaction is reflects of the favorable climate of organization that is leads to recruitment and retention of staff [9].

Job satisfaction is created factors such as workplace conditions, govern the workplace, social factors and impact of cultural factors. Organization commitment is people link with organization that is characterized by three factors: “strong belief and acceptance of the organization’s goals and values, affective commitment” “want to large work for the organization, ongoing commitment” “strong desire to remain in the organization, with holding obligation” [5].

Research framework:

Job satisfaction:

Job satisfaction is considered as enjoyable emotional from career assessment that people have gotten it or have could earn it by some methods. Williams believes job satisfaction is predictable by expectation of staff before starting work and job satisfaction has clear and positive relationship with consequences of organizational commitment (displacement rates and leave) [12].

Work stress:

All employees, from senior managers to frontline personnel, can suffer from job stress [11]. Human resources managers face a great challenge in attempting to ameliorate employee job stressors [8]. Ngo et al. [8] characterized role stressors in terms of role ambiguity, role conflict, role overload, and work-family conflict. These stressors can lead to such personal reactions as employee burnout, job dissatisfaction, and intentions to leave an organization.

According to Karatepe and Sokmen [3], role conflict refers to situations characterized by
incompatible demands in which employees feel obliged to attend to different individuals (e.g., managers, colleagues, and customers) simultaneously; on the other hand, role ambiguity also refers to the experience of not having (or receiving) the information necessary for pursuing job related tasks in the workplace. Much relevant research [3] has empirically confirmed the association of a variety of work stressors, including role ambiguity and role conflict, with lower job satisfaction, increased job-associated tension and anxiety, less affective commitment, lower work involvement, and poor job performance [3], leading to intentions to resign.

**Burnout:**

Work Burnout is a psychological process that is caused under conditions of job stress and shows itself the emotional exhaustion, depersonalization, reduce incentives to develop and progress [10].

Many empirical studies have reported that burnout results in additional negative effects on individuals, including reduced satisfaction and lower levels of productivity. Burnout also impacts the organization and management by eliciting employee mistrust and discouraging teamwork [12].

**Socialization:**

Louis [6] defined socialization as “a process by which an individual comes to appreciate the values, abilities, expected behaviors, and social knowledge essential for assuming an organizational role and for participating as an organizational member” (pp. 229–230). Socialization aims to alleviate the feeling of emotional vulnerability (e.g., job uncertainty, ambiguity, anxiety and stress) by strengthening the social interactions between newcomers and colleagues to accelerate newcomers’ learning and adjustment to a new environment [4].

**Autonomy:**

Job autonomy is defined as some people tend to non-cooperation with others in the usual procedure in working hours and special covers. Studies showed that stress has a positive relationship with autonomy [12].

**Organizational commitment:**

Michaels and Spector [7] concluded that lack of job satisfaction and organizational commitment increased the possibility for employee turnover intentions and consequently led to increased turnover. A substantial body of research [13] using Meyer and Allen’s model of organizational commitment has reported that affective commitment is the best predictor of individual attitudes towards job satisfaction and turnover intentions and behaviors. Yao and Wang [13] distributed questionnaires to employees of 14 high-tech companies in Beijing and found that affective commitment was highly associated with individual attitudes toward job satisfaction and turnover intentions. The logic underlying this finding holds that that increased organizational commitment should result in decreased employee absenteeism and the deceleration of any intentions to leave organizations.

**Research hypothesis:**

First hypothesis: there is a relationship between role ambiguity and job satisfaction of Ardebil province justice staff.

Second hypothesis: there is a relationship between role conflict and job satisfaction of Ardebil province justice staff.

Third hypothesis: there is a relationship between job burnout and job satisfaction of Ardebil justice staff.

Fourth hypothesis: there is a relationship between socialization and job satisfaction of Ardebil province justice staff.

Fifth hypothesis: there is a relationship between autonomy and job satisfaction of Ardebil province justice staff.

Sixth hypothesis: there is a relationship between job satisfaction and organizational commitment of Ardebil justice staff.

**Research design:**

The goal of this study is kind of applied research. The scope of this study is Ardebil department of justice. Time zone of research includes: designing, distribution, collect and research inventory analysis that lasted a seven-month period (from beginning to end of September 91). Distribution and collection time was in August and September months. Date analysis and the study conclude is ended in August. The population of this study are all employees of the department of Ardebil province justice that there are 600 people. Due to the size of society in this research the number of samples required is selected 235 people from Cochran table. In the project one time for 30 questionnaires and one time 325 questionnaires was calculated with CRONBACH alpha SPSS software. Amount of CRONBACH alpha are earned in both tests above the 0.7. It shows reliability of the questionnaire.

**Analysis of research data:**

The results of the demographic survey:

In this study based on distributed questionnaires 33.6% of respondents (79 people) are men and
66.4% of them (156 people) are women. So the majority of populations are women.

83.0% (197 people) are married and 16.3% (38 people) are single. So the majority of populations are married. 8% (21 people) of respondents are between 20 to 29, 76.2% (179 people) of respondents are between 30 to 39, 13.6% (32 people) of respondents are between 40 to 49 and 1.3% (3 people) of respondent are 50+ years. 12.8% of respondents have postgraduate diploma, 77% are bachelor’s degree and 12.8% are master’s degree and above. So many people of this society are bachelor’s degree. SPSS is used for data analysis and research assumptions.

The results of the research hypotheses:

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Pearson coefficient</th>
<th>Significant level</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>-0.165</td>
<td>0.011</td>
<td>Accept</td>
</tr>
<tr>
<td>H2</td>
<td>-0.121</td>
<td>0.064</td>
<td>Refuse</td>
</tr>
<tr>
<td>H3</td>
<td>0.00</td>
<td>0.988</td>
<td>Refuse</td>
</tr>
<tr>
<td>H4</td>
<td>0.00</td>
<td>0.653</td>
<td>Accept</td>
</tr>
<tr>
<td>H5</td>
<td>0.322</td>
<td>0.00</td>
<td>Accept</td>
</tr>
<tr>
<td>H6</td>
<td>0.352</td>
<td>0.000</td>
<td>Refuse</td>
</tr>
</tbody>
</table>

In summary, the results of the study are: job satisfaction of Ardebil justice staff increases with decreasing role ambiguity. The role conflict has no significant relationship with job satisfaction of Ardebil province justice staff. Work burnout has no significant relationship with job satisfaction of Ardebil province justice staff. Job Socialization makes more job satisfaction in Ardebil province justice staff. Job Autonomy makes more job satisfaction in Ardebil province justice staff. Job satisfaction makes more organizational commitment in Ardebil province justice staff.

Research proposals:

Practical suggestions:

As regards that role ambiguity has inverse relationship with job satisfaction it is suggested authorities be carefully in duties determination and job satisfaction is increased with better clarify the duties. Increasing or decreasing the role conflict does not increase or decrease job satisfaction of Ardebil province justice staff and it suggests that these two variables have not significant relationship. It is suggested that the reasons for the lack of impact of role conflict on job satisfaction be examined in separate research. Ardebil justice staff work exhaustion has no significant relationship between job satisfactions so it is suggested no effect of job exhausting be examined in separate research. Increasing the socialization of Ardebil justice staff increases the job satisfaction. It is suggested Ardebil justice authorities make friendly organizational climate and clarifying values and pattern of organizational behavior to job satisfaction especially for new staff. Increasing the autonomy of Ardebil justice staff, job satisfaction will be increased and these two variables have a positive significant relationship to each other. It is suggested employees are placed in the position of being independent. This will made more job satisfaction. According to this subject that job satisfaction has positive influence on organizational commitment it is suggested Ardebil justice authorities create the ways to more job satisfaction to staff and staffs have higher level of organizational commitment.

Suggestions for future researches:

In this research was paid both relationship between (job burnout, socialization, autonomy, conflict and ambiguity with job satisfaction) and (job satisfaction and organizational commitment). So it is suggested to be reviewed other relationships and influences in future researches for satisfaction and organizational commitment.

This research is done in the department of justice in Ardebil province. It is suggested this kind of researches are done in others society with different cultures including banks, insurers, manufacturing, service companies and etc.

Reasons related to burnout and job conflict with satisfaction and offer appropriate determinations.

Reasons related mediating role of satisfaction in research and offer appropriate determinations.

References:
as predictor of employee turnover intention.


