




Examining the level of employee satisfaction with the performance of city managers (Case study: Baghershahr Municipality)

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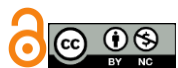
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ABSTRACT

Objective: By referring to different organizations and taking a deep and expert look at the communication process in these organizations, this issue becomes apparent to every observer. One of the important and always noticeable problems in organizations that employees complain about is the lack of communication skills among their managers. One of the most important and key issues that has caught the attention of the body and the foundation of the organizational society in this period is the organizational commitment of the employees of an organization. This issue can have many factors and dimensions. The present study was conducted to investigate employee satisfaction with the performance of city managers of Baqershahr Municipality.

Method: The statistical population of the research was all the employees of Baghershahr municipality, and Cochran's sample size formula was used to determine the sample size. Therefore, considering the error level of 0.05, the sample size was estimated to be 242 people. The data collection tool was a questionnaire. One-sample t-test, Pearson's correlation coefficient, multiple correlation and simultaneous multiple regression were used to analyze the data.

Results: The results extracted from the above research emphasize the strong effect of job satisfaction on the commitment of the organization's employees. The managers of all levels of this municipality can know them better and more accurately and completely with the nobles and sufficient and accurate knowledge of the individual differences among their employees. As a result, taking actions that are most compatible with the heart desires of the employees increases their desire and motivation, satisfaction, and commitment in the direction of development and moving intelligently in the direction of the organization's goals. The level of satisfaction regarding the investigated components of job satisfaction is average, managers are high, and for the components related to welfare, it is below 40%.

Conclusion: The results show that municipal employees have low and very low satisfaction with the amenities in the municipality.

Keywords: employees, satisfaction, Baghershahr, city managers.

1 Introduction

The most important capital of organizations is the human force working in them. In recent years, advanced and successful organizations have dedicated a huge part of their time and capital to human power to increase the organization's productivity and efficiency. The prerequisite for this is knowing human resources not only in terms of quantity, but also in terms of quality and their attitude towards their jobs in the organization. People's attitude toward their job includes fulfilling their needs according to their abilities and inclinations. It directly relates to their satisfaction, so sometimes, they use these two instead of each other (Togia, Koustelios, & Tsigilis, 2004). Considering the rapid changes that we see in today's world and the organizations are also affected by it, it is more necessary to pay attention to the human force, which is the most important factor of changes and the factor of progress or decay of organizations. Researchers and managers of advanced societies believe that the key to organizations' survival is planning and paying attention to educational needs and improving the capabilities of human resources. Employees are known as the most important stakeholders of any organization. They can be game changers for the success or failure of their companies because they affect or are affected by organizational setup (Antoni et al., 2015).

On the other hand, managers try to involve employees in the organization's decisions by adopting participatory policies. Also, they try to increase the job satisfaction of the employees as much as possible by meeting the needs of the employees and creating motivation in them, and in this way, increase the productivity and efficiency of the forces and improve the productivity of the human force. Participation is described as a two-way relationship between an employer and an employee. Employees compensate their cognitive, physical and emotional resources based on emotional and socio-economic resources in job roles retrieved from the organization (Bryson & White, 2019).

Successful managers try to understand the needs of their employees and take steps to meet their needs. In this way, they try to create more closeness between the organization and the individual (Khan, Wajidi, & Alam, 2020). For this purpose, it is important to provide welfare services to the employees and try to get their satisfaction by providing the necessary incentives because the human force is the beating heart of any organization (Mohammad Aliha, Chavoshi

Rad, & Valiolahi, 2019). When the human force in the organization works well and correctly to fulfil the assigned tasks, it will be possible to achieve the set goals. Due to the importance of job satisfaction and its impact on employee productivity, organizations always try to understand their employees' job satisfaction level (Ebrahimnejad, 2020). For this purpose, annual evaluations of the level of employee job satisfaction are always carried out in public and private companies and organizations. The purpose of these evaluations is to find out whether the structure and policies of the organization are appropriate in terms of providing the necessary incentives to the employees, providing them with the material and spiritual facilities they need, providing them with mental and emotional stability and security, as well as many other dimensions? According to the employees, how satisfactory is the organization's situation in relation to these matters? Has he been able to satisfy them?

The purpose of this work is to know the strengths and weaknesses of the organization by paying attention to the opinions of the employees and to try to improve the inadequacies and deficiencies and to create suitable grounds for the improvement and correction of motivational and satisfaction factors in the planning and policies of the organization; The consequence of this is increasing the motivation and satisfaction of the employees, and finally, it leads to an increase in productivity and efficiency and accelerates the forward movement and development of the organization in recent years (Bazraei, 2022). Due to the fact that the municipality is one of the major and basic service organizations in the cities and due to the wide scope of its activities, it has a large number of employees at the rank and staff level and receives thousands of people who refer to its various offices and departments every day. Since the municipality, like any organization, needs its employees and considers the condition of its stability, progress and development to be the satisfaction of its employees, it needs to know the interests and expectations of the employees in order to use them in future planning because ensuring employee satisfaction and estimating their expectations is possible if the company gets to know these interests by surveying employees (Aroosiya, Ithrees, & Farwis, 2021; Roberts & David, 2020; Shabani et al., 2016).

Many studies have been conducted in job satisfaction (Bazraei, 2022; Darjani & Akbari, 2021; Mohammad Aliha, Chavoshi Rad, & Valiolahi, 2019; Rahmani, 2016; Roberts & David, 2020), but especially regarding

municipal employees, these studies have been very few. The municipality needs to keep its employees. But still, many managers of these organizations need more understanding of how to satisfy their employees and the necessary measures to keep them. Job satisfaction depends on a person's attitudes and feelings towards his job. One may show psychological, cognitive and emotional reactions to their job. Job satisfaction ensures physical and mental health and morale increases, satisfaction with life and learning new job skills quickly. Lack of job satisfaction reduces employees' self-esteem, so managers must continuously monitor the symptoms of low self-esteem and job dissatisfaction and take the necessary measures at the first opportunity. This research was an effort to know the job satisfaction of municipal employees and evaluate the role of welfare services provided to employees in increasing their job satisfaction in Baghershahr Municipality.

2 Methods and Materials

2.1 Study design and Participant

The present study was a descriptive-correlational survey study. The statistical population includes the employees of Baghershahr municipality, the size of the statistical population was 642 people. Cochran's sampling formula was used to determine the sample size considering the problems, the statistical standards set for the sample size, and the available budget. Based on this, a sample size of 242 people was obtained. Two hundred seventy questionnaires were given to the employees by the multi-stage cluster random sampling method, and finally, 242 questionnaires were collected and analyzed.

2.2 Measurements

The data collection tool was a researcher-made questionnaire.

2.2.1 Researcher-made Questionnaire

The questionnaire was prepared based on a five-point Likert scale. It included 73 items, which consisted of the following: Demographic information (6 questions), job satisfaction (21 questions), self-evaluation (10 questions), managers' evaluation (12 questions), peer evaluation (10 questions) and welfare (14 questions) were arranged to collect information. University professors confirmed the

validity of the questionnaire and its reliability was also confirmed using Cronbach's alpha coefficient.

2.3 Data Analysis

Descriptive statistics (mean and standard deviation, minimum and maximum) were used to describe the data, and the Kolmogorov-Smirnov test, one-sample t-test, Pearson correlation coefficient, multiple correlation, and simultaneous multiple regression were used for statistical analysis of research hypotheses. The data of this research was analyzed using SPSS version 23 statistical software.

3 Findings and Results

The average age of the sample was 45 years old, the youngest participant was 21 years old and the oldest was 63 years old. 211 people, equal to 87% of all respondents, were men, and 31 people, equal to 13% of respondents, were women.

The highest frequency in the educational groups is related to the employees with bachelor's degrees, which constitute 32% of the total sample, and the lowest frequency is related to the sub-diploma degree, which is 24 people equivalent to 10% of the total employees of Baghershahr municipality.

Due to the multiplicity of duties and responsibilities in the municipality, employees are placed in 3 groups: workers, employees, senior experts and managers. Based on the results, it has been determined that 58% of the participants were workers, 30% were employees, and 12% were managers and senior experts.

The distribution of the employment status of the studied employees showed that most of the employees of the studied unit (118 people, equal to 49%) are in the official employment of the municipality. The average experience of Shalghi in Baghershahr municipality employees is about 20 years, and the highest frequency is related to the experience of 11 to 20 years with the frequency of 91 people, equal to 38%. The mentioned result shows that most of the municipal employees are official and experienced employees of the municipality, which can be a positive thing and a component that significantly affects the productivity of the workforce in different areas of the municipality.

Due to the multiplicity of duties and responsibilities in the municipality, employees are placed in 5 categories: service, administrative, educational, research and executive groups. Based on the results obtained, it has been

determined that the largest sample is related to administrative employees with 45% equal to 109 people and the lowest is related to research, with 2% equal to 5 people.

Mean and standard deviation was used to describe employees' job satisfaction, self-satisfaction, satisfaction with managers and supervisors, satisfaction with coworkers, satisfaction with providing administrative amenities to employees, and satisfaction with providing amenities to employees' families. One sample t-test was used to check the amount of the above variables. According

to Table 1 and t-values, the mean of job satisfaction, satisfaction with providing administrative amenities to employees, and satisfaction with providing amenities to employees' families were significantly lower than the expected mean. Still, the mean of self-satisfaction, satisfaction with manager and supervisor, satisfaction with coworkers was significantly higher than the expected average. According to the t-values of the above variables, self-satisfaction was higher among Baghershahr municipal employees and satisfaction with providing welfare to the family was lower.

Table 1

Descriptive statistics indices and t-value

Variable	Descriptive index						T-test	
	Item	Mean	SD	Mean	Max	Criterion Score	t	sig
Job Satisfaction	21	59.73	14.35	26	103	63	-3.532	.001
Self-satisfaction	10	38.58	6.10	8	50	30	21.847	.001
Satisfaction from the manager	12	43.98	11.79	12	60	36	10.510	.001
Satisfaction from coworkers	10	34.63	9.50	5	50	30	7.556	.001
Satisfaction with providing office amenities to employees	7	17.20	5.77	4	34	21	-10.235	.001
Satisfaction with providing welfare to employees' families	7	13.80	5.56	5	32	21	-20.091	.001

Pearson correlation was used to answer the research hypotheses, such as the distribution of satisfaction from self-evaluation, satisfaction from the manager and supervisor, satisfaction from coworkers, satisfaction from providing administrative amenities to employees, and satisfaction from providing amenities to the family. The result of the correlation coefficient in Table 2 shows a positive and significant relationship between the research variables and the employees' job satisfaction.

The findings of this component in show that lack of expertise, skills and experience, with a mean of 23.3% has the first rank in the problems of graduates' employment.

Table 2

Pearson correlation results

Variable	Job Satisfaction		
	Pearson	R ²	Sig
Job Satisfaction	0.358	0.128	.001
Self-satisfaction	0.446	0.199	.001
Satisfaction from the manager	0.398	0.158	.001
Satisfaction from coworkers	0.648	0.420	.001

Satisfaction with providing office amenities to employees	0.586	0.343	.001
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In order to answer the hypothesis of employee job satisfaction based on self-satisfaction, satisfaction with the manager and supervisor, satisfaction with coworkers, satisfaction with the provision of administrative amenities to employees, and satisfaction with the provision of amenities to the family, since the distribution of the variables was not significantly different from the normal distribution, a regression test was used.

Table 3

Multiple correlation results

Model	R	R ²	SD	Durbin-Watson
1	0.756	0.572	9.493	1.793

According to Table 3, the multiple correlation coefficient between predictor variables with job satisfaction was equal to 0.756. Also, the coefficient of determination (R-squared) is equal to 0.572, which shows the amount of explanation of variance and changes in job satisfaction based on self-satisfaction, satisfaction with the manager

and supervisor, satisfaction with coworkers, satisfaction with providing administrative amenities to employees, and satisfaction with providing welfare is for the family. Durbin-Watson statistic was used to check the independence of the residuals. Based on the results of the above table, the Durbin-Watson statistic value is equal to 1.793, and considering that its value is between 1.5 and 2.5, it can be said that the assumption of independence of the residuals has been met.

Table 4

Regression model results

Source	SS	Df	MS	F	sig
Regression	28271.987	5	5654.397	62.741	.001
Residual	21179.017	235	90.123		
Total	49451.004	240			

Based on the results listed in [Table 4](#), $F(5,235) = 67.741$, $P < 0.001$, which is significant at the alpha level smaller than 0.05, which shows that the changes related to job satisfaction based on self-satisfaction. Satisfaction with the manager and supervisor, satisfaction with coworkers, satisfaction with the provision of administrative comforts to employees, satisfaction with the provision of comforts to the family are well explained and show the appropriateness of the presented regression model.

Table 5

Regression model results

Source	SS	Df	MS	F	Sig
Model	28271.987	5	5654.397	62.741	.001
Residual	21179.017	235	90.123		
Total	49451.004	240			

[Table 5](#) shows the results of multiple regression analysis for predicting job satisfaction based on self-satisfaction, manager and supervisor, coworkers, provision of administrative amenities to employees, and provision of amenities to the family. Considering that the value of the tolerance statistic is greater than the cut-off value of 0.1 and the factor density factor (VIF) statistic is less than the cut-off value of 10, there is no collinearity. According to the t-statistics obtained, which is significant at the alpha level of 0.05, it was concluded that self-satisfaction, satisfaction with the manager and supervisor, satisfaction with providing administrative amenities to employees, satisfaction with providing amenities to the family in a positive way and they significantly predict job satisfaction.

Satisfaction from coworkers did not significantly contribute to predicting employees' job satisfaction.

4 Discussion and Conclusion

Today, there have been many discussions in management about motivations and their relationship with the efficiency of employees and the efficiency of different organizations, and the necessary relationship between the educational and productive efficiency of organizations and the strength and weakness of the motivations of the members of each organization has been discussed. Motives are considered to be the cause of energy creation and movement of living beings, including humans because motivation makes one stick to their duties and do things with seriousness and cheerfulness.

The components of the survey on job satisfaction showed that municipal employees have an average level of satisfaction with job satisfaction at their workplace. Also, in the evaluation components of the employees, the results showed that the employees of the municipality are highly satisfied with themselves in the municipality. People's satisfaction with human relations in the work environment and interaction and participation with coworkers. This matter is also seen in the previous findings ([Behesht Ayeen, 2021](#); [Khan, Wajidi, & Alam, 2020](#); [Mohammad Aliha, Chavoshi Rad, & Valiolahi, 2019](#); [Tahavori, 2005](#); [Taiwo et al., 2022](#); [Togia, Koustelios, & Tsigilis, 2004](#)). The fact that a person feels friendship and intimacy in the work environment gives him security and peace of mind, which makes the work pressure more bearable for him.

The investigated components regarding managers also showed that employees are highly satisfied with their managers in the municipality, which is inconsistent with the results of [Mirhosseini \(2017\)](#) in the study of the level of job satisfaction of the librarians of the Organization of Records and the National Library of the Islamic Republic of Iran. Its results showed that the average job satisfaction of the librarians of the National Library is lower than the average ([Mirhosseini, 2017](#)).

In this study, the percentage of full points calculated for the components related to amenities is below 40%. This shows that the employees of the municipality have little or very little satisfaction with the amenities in the municipality. The low level of job satisfaction also confirms that in the absence of components and factors of material encouragement and motivation, the level of job satisfaction of employees will also be low. Paying attention

to the job satisfaction of employees is considered as one of the determining factors in the maintenance and efficiency of human resources, because satisfied employees work with a sense of commitment towards their respective organizations. It is clear that the manager's role is in fostering creativity, stimulating and encouraging employees, delegating authority to employees, finding creative minds and using the creativity of others. Participatory management system, relying on employees' self-control, consultation, encouraging initiative and respect for people, will play an important role in cultivating employees' creativity, which is consistent with the results of Togia (2004) in examining the level of job satisfaction among employees of Greek institutions (Togia, Koustelios, & Tsigilis, 2004). The findings of their research showed that these employees were most satisfied with the nature of work, supervision, and working conditions, and the least satisfaction with salaries and promotion conditions. The results of the studies showed that, in general, nurses are dissatisfied with their salaries and benefits, their work and the way they are promoted (Roberts & David, 2020), and it is also consistent with the results of Rahmani (2016) in the study of the role of non-continuous receipts in the job satisfaction of Tabriz municipality employees (Rahmani, 2016).

Based on the results of the t-value test, the mean of job satisfaction, satisfaction with the provision of administrative amenities to employees and satisfaction with the provision of amenities to employees' families were significantly lower than the expected average. However, the mean of self-satisfaction, satisfaction from the manager and supervisor, and satisfaction from coworkers were significantly higher than the expected average. According to the t values of the above variables, self-satisfaction was higher among Baghershahr municipal employees and satisfaction with providing welfare to the family was lower, confirming the previous findings (Ebrahimnejad, 2020).

5 Suggestions and Applications

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Senior and executive managers are suggested to include the following points in their executive plan:

- 1) Improving the physical conditions and welfare facilities of the work environment
- 2) Determine the duties of employees according to their physical and professional abilities.
- 3) Creating a calm and fearless work environment and giving importance to the expert opinions of employees.
- 4) Increase their work energy and strengthen their creativity by giving timely appreciation to employees.
- 5) Balance in the system of paying salaries and benefits based on the ability and expertise of employees.
- 6) Pay attention to proportional and fair salaries according to people's expertise and the amount of work they do.
- 7) Improving employment conditions and job stability
- 8) Employing enthusiastic and motivated staff to advance the goals of the organization
- 9) Teaching and providing correct models of necessary technical and professional skills to subordinates.
- 10) Determining and providing work tools and preparing a suitable work environment in order to ensure the health and safety of the work environment

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Declaration of Interest

The authors of this article declared no conflict of interest.

Ethics principles

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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