Investigating the Relationship between Job Satisfaction and Organizational Performance Change
(The Case of West Azerbaijan Customs in Southern Section)

Habib Ghalandari[1], Dr.Masoud Ghahremani[2], Dr.Mohamadazad Abdollahpour[3]

[1]Department of Public Administration, Mahabad Branch, Islamic Azad University, Mahabad, Iran
[2]Department of Public Administration, Mahabad Branch, Islamic Azad University, Mahabad, Iran
[3]Department of Psychology, Mahabad Branch, Islamic Azad University, Mahabad, Iran

ABSTRACT

Satisfied and vivacious human resource is taken into account as valuable investments in organizations. The human resource is said to be efficient in case it enjoys higher levels of joy and pleasure. This is due to the fact that the organization performance is highly affected by the amount of staff job satisfaction. Of the current challenges of human resource managers is concerned with the fact that how they can retain the staff in an optimum level of job satisfaction and are able to pave the way for their development. This goal is achieved in case one is able to determine the measurable indexers and to highlight the upcoming way of future accomplishments so that it results in job satisfaction. European Fundamental Quality Model (EFQM) which is the most adopted model on the international level was chosen based on the exploration of job satisfaction contribution to organizational performance change. It is an indispensable model which is based on 9 areas and the study focuses on five areas of job satisfaction subscales. The statistical sample is 162 based on Cochran model. The study made use of questionnaire in which job satisfaction and performance change were categorized by 38 and 24 items, respectively. It was found through running Kolmogorov-Smirnov as well as Pearson tests that there was a significant relationship between job satisfaction and four subscales i.e. leadership, policy and strategy, processes, shareholders and resources. It was concluded that the relationship between job satisfaction and staff subscale was not significant. Also, the findings revealed that there was a relationship between staff job satisfaction and organizational performance change.

KEYWORDS: Job satisfaction, Organizational performance change, West Azerbaijan Customs

1. INTRODUCTION

Staff job satisfaction is considered as the important issue in the field of human area o organization which itself determines the other organizational variables. Several studies have indicated that job satisfaction is of great significance in increasing the level of efficiency, staff compassionate in relation to organization, sense of belonging and their commitment to workplace giving rise to job quality, establishing appropriate and acceptable relationship and increasing the moral of staff. Also, job satisfaction as indicated by Abdarlo (2012) has an impact on the efficiency and effectiveness of staff subscales the degree of delay, absenteeism, abandoning, the level of prediction and efficiency.

What is meant by stating that the subject enjoys higher levels of job satisfaction is that the individual likes his job in a general sense and gives value to his own career which lead to his positive attitude toward the job. There are a number of factors contributing to the job structure and job satisfaction such as internal and external context as well as specific task of the job (Shafiabadi, 2003, 99). It is asserted by Smith, Kendall and Hullin that when one is satisfied with the job, it highlights different aspects of tendencies. Mohamadzade and Mehrvarzan (1996, 269) concluded that staff enjoying higher levels of loyalty and interest in job are of higher performance who would be to stay in job, to have no absenteeism, to have more incentive and to adapt with the changing circumstances (Saatchi, 2003).

Transcendent models of organization are appropriate and comprehensive tools to evaluate the organizational performance which facilitate the improvement of performance. Such tools fall into categories of identifying controlling systems (Simons, 1998).Studies manifest that using organizational transcendental models have captured the attention of organizations in improving the performance. In addition, Iranian organizations such as Saipa Group and Mapna Group have adopted EFQM model as the evaluating system for performance and efficiency. Since different organizations can make use of these models for different contextual and structural aspects, a number of questions having to do with correspondence status of performance in different organizations are raised. It is a prerequisite for originations to develop and expand the procedural actions in order to be integrated with the context. Organizational improvement is the method through which organizational

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* Corresponding Author: Dr. Masoud Ghahremani, Department of Public Administration, Mahabad Branch, Islamic Azad University, Mahabad, Iran. email:mhd472002@yahoo.com)

performance is achieved and is based on the changing process of values and attitudes on the part of staff and colleagues. Also, the carried out studies demonstrate that using transcendental models of organization have been effective in increasing the performance (Grigg & Mann, 2008; Eskildsen et al., 2000).

Plethora of studies has shown that job satisfaction and meta-social organizational behavior and job performance have a negative relationship with job abandoning. Also, higher levels of performance in organizations, companies and institutes undergo a number of different factors. There are different methods to overcome the problems which cause lower performances. Among these methods is focusing on personality characteristics of people in organizations. The studies have proposed that motivated and loyal-based employers enjoy higher level s of job performance and they tend to remain in job, are less absent and do not leave the workplace (Saatchi, 2003).
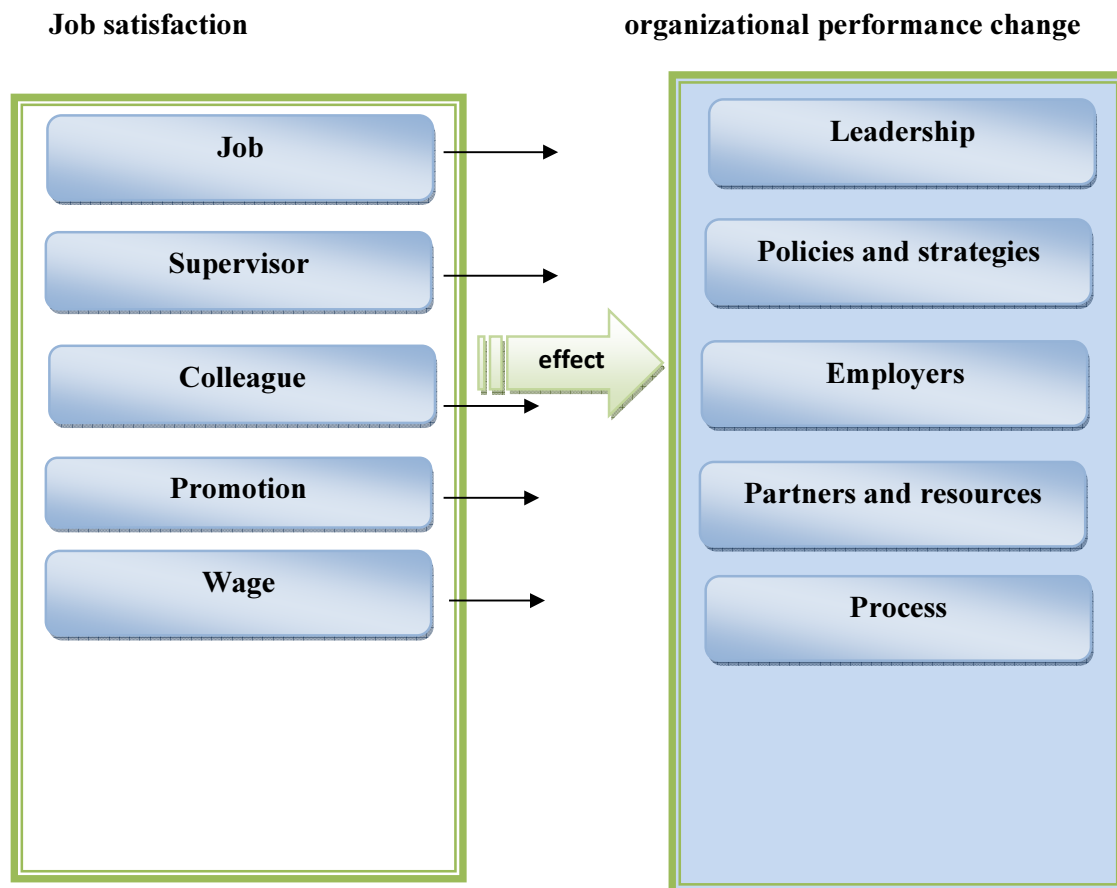
Job satisfaction   **organizational performance change**

Job		Leadership
Supervisor	effect	Policies and strategies
Colleague		Employers
Promotion		Partners and resources
Wage		Process

Fig 1.1 research conceptual framework

Main hypothesis

There is a significant relation between job satisfaction and organizational performance change in West Azerbaijan Customs of Southern Zone.

Secondary hypotheses:

There is a significant relation between job satisfaction and leadership subscale in West Azarbaijan Customs of Southern Zone.

There is a significant relation between job satisfaction and policies as well as strategies subscale in West Azerbaijan Customs of Southern Zone.

There is a significant relation between job satisfaction and staff subscale in West Azarbaijan Customs of Southern Zone.

There is a significant relation between job satisfaction and partners subscale in West Azarbaijan Customs of Southern Zone.

There is a significant relation between job satisfaction and processes subscale in West Azarbaijan Customs of Southern Zone.

Study design

The present study is applied and correlational in terms of the goal, the quality of implementation and the quality of required data, respectively.

The statistical population comprises of professionals and experts in West Azarbaijan Customs. In order to determine the sample size of the sample to be chosen for the present study, Cochran formula was employed, regarding the aforesaid formula and the obtained data from the questionnaires, the sample size was determined as 165. 165 questionnaires were distributed among 290 statistical population and 162 cases were collected to be analyzed subsequently. The questionnaire is categorized by three sections. The first section has to do with the introduction to research and the goal of carrying it out. The second section includes 4 question items of the education level, job experience, gender and position. The third section comprises 38 items to evaluate job satisfaction in five aspects. Finally, the last section involves 24 items to measure organizational performance variable in five aspects. The questions are based on Likert-five scale which have been determined and developed through meticulous study of experts.

Table 2. The questionnaire items for the research variables

variable	Aspects of variable	number	Number of items
Organizational performance	leadership	4	1-4
	Policy and strategies of organization	5	5-9
	Staff	5	10-14
	Partnerships and resources	5	15-19
	processes	5	20-24
Job satisfaction	Our job	9	1-9
	Our supervisor	8	10-17
	Our colleagues in workplace	10	18-27
	Promotion in our workplace	5	28-32
	Wage paying in our workplace	6	33-38

The reliability of 38 items of job satisfaction questionnaire and 24 items of organizational performance are 0.8599 and 0.8383, respectively. This shows an acceptable reliability for the statistical analysis. The descriptive statistics were made using frequency, percent, mean and total score. Also, the study made use of regression and Pearson tests to evaluate the effective factors of informative behavior.

3. Data analysis
Inferential analysis of statistical data

Nonparametric tests do not depend on specific hypothesis, but parametric tests need assumptions such as the normality status of population distribution and data independence. Since the accuracy of parametric test is higher than that of nonparametric tests, the conditions for running parametric tests are studied. So, in order to study the normal status of population distribution, Kolmogorov-Smirnov test is employed.

Table 3. Kolmogorov-Smirnov test for research hypotheses

Variables	Job satisfaction	leadership	policy	staff	partners	process	Performance change
Mean	2.8377	3.1667	3.5790	3.1543	2.8877	3.3309	3.2337
Standard deviation	0.40624	0.76967	0.64552	0.89311	0.68341	.80320	2.68539
Kolmogorov-Smirnov test	1.091	1.570	2.224	1.752	1.526	1.502	1.420
number	162	162	162	162	162	162	162

The results of analysis show that the value of Kolmogorov-Smirnov tests of all hypotheses except for policy aspect falls between -1.96 and +1.96, so it is possible to say that all hypotheses are distributed normally. As indicated previously, one would use parametric tests. For testing the hypothesis which has higher than 1.96 Kolmogorov-Smirnov value, Pearson test will be employed.

Testing hypothesis 1: there is a relationship between job satisfaction and leadership aspect in West Azarbaijan Customs in Southern section

Table 4. Pearson tests for the first hypothesis

		job satisfaction	leadership
job satisfaction	Pearson coefficient	1	0411
	Sig. (2-tailed)		0.000
	N	162	162
leadership	Pearson coefficient	0411	1
	Sig. (2-tailed)	0.000	
	N	162	162

The correlation coefficient of two variables is 0.411 having freedom degree of 162 where sig is equal to zero. Since level of significance is less than 5%, Pearson test is used to make analysis on the relationship between job satisfaction and leadership aspect. It is found that sig=0.00 and R= 0.411. As it is seen, the level of significance is less than 0.05, so it is concluded that there is a relationship between job satisfaction and leadership aspect and alternative hypothesis is supported.

Testing hypothesis 2: there is a relationship between job satisfaction and policies as well as strategies aspect in West Azarbaijan Customs in Southern section

Table 5. Pearson test for second hypothesis

		job satisfaction	leadership
job satisfaction	Pearson coefficient	1	0.007
	Sig. (2-tailed)		0.211
	N	162	162
job strategies and policies	Pearson coefficient	0.007	1
	Sig. (2-tailed)	0.211	
	N	162	162

The correlation coefficient of two variables is 0.211 having freedom degree of 162 where sig is equal to 0.007. Since level of significance is less than 5%, Pearson test is used to make analysis on the relationship between job satisfaction and leadership aspect. It is found that sig=0.00 and R= 0.211. As it is seen, the level of significance is less than 0.05, so it is concluded that there is a relationship between job satisfaction and policies as well as strategies aspect and alternative hypothesis is supported.

Testing hypothesis 3: there is a relationship between job satisfaction and staff aspect in West Azarbaijan Customs in Southern section

Table 6. Pearson test for third hypothesis

		job satisfaction	leadership
job satisfaction	Pearson coefficient	1	0.105
	Sig. (2-tailed)		0.182
	N	162	162
staff	Pearson coefficient	0.105	1
	Sig. (2-tailed)	0.182	
	N	162	162

The correlation coefficient of two variables is 0.105 having freedom degree of 162 where sig is equal to 0.182. Since level of significance is greater than 5%, Pearson test is used to make analysis on the relationship between job satisfaction and staff aspect. It is found that sig=0.00 and R= 0.182. as it is seen, the level of significance is greater than 0.05, so it is concluded that there is no relationship between job satisfaction and staff aspect and null hypothesis is supported.

Testing hypothesis 4: there is a relationship between job satisfaction and partner's aspect in West Azarbaijan Customs in Southern section

Table 7. Pearson test for fourth hypothesis

		job satisfaction	leadership
Partners	Pearson coefficient	1	0.292
	Sig. (2-tailed)		0.000
	N	162	162
Job satisfaction	Pearson coefficient	0.292	1
	Sig. (2-tailed)	0.000	
	N	162	162

The correlation coefficient of two variables is 0.211 having freedom degree of 162 where sig is equal to 0.000. Since level of significance is less than 5%, Pearson test is used to make analysis on the relationship between job satisfaction and partners' aspect. It is found that sig=0.00 and R= 0.292. As it is seen, the level of significance is less than 0.05, so it is concluded that there is a relationship between job satisfaction and partners' aspect and alternative hypothesis is supported.

Testing hypothesis 5: there is a relationship between job satisfaction and processes aspect in West Azarbaijan Customs in Southern section

Table 8. Pearson tests for fifth hypothesis

		job satisfaction	leadership
Job satisfaction	Pearson coefficient	1	0.312
	Sig. (2-tailed)		0.000
	N	162	162
processes	Pearson coefficient	0.312	1
	Sig. (2-tailed)	0.000	
	N	162	162

The correlation coefficient of two variables is 0.312 having freedom degree of 162 where sig is equal to 0.000. Since level of significance is less than 5%, Pearson test is used to make analysis on the relationship between job satisfaction and processes aspect. It is found that sig=0.00 and R= 0.312. As it is seen, the level of significance is less than 0.05, so it is concluded that there is a relationship between job satisfaction and processes aspect and alternative hypothesis is supported.

Research main hypothesis: there is a relationship between job satisfaction and organizational performance changing in West Azarbaijan Customs in Southern section

Table 9. Pearson tests for main hypothesis

		job satisfaction	leadership
Job satisfaction	Pearson coefficient	1	0.371
	Sig. (2-tailed)		0.000
	N	162	162
organizational performance changing	Pearson coefficient	0.371	1
	Sig. (2-tailed)	0.000	
	N	162	162

The correlation coefficient of two variables is 0.371 having freedom degree of 162 where sig is equal to 0.000. Since level of significance is less than 5%, Pearson test is used to make analysis on the relationship between job satisfaction and organizational performance changing. It is found that sig=0.00 and R= 0.371. As it is seen, the level of significance is less than 0.05, so it is concluded that there is a relationship between job satisfaction and organizational performance changing and alternative hypothesis is supported.

Results derived from testing research hypotheses
6.1. Results based on testing research first hypothesis
There is a significant relationship between job satisfaction and leadership subscale in West Azarbaijan Customs of Southern section. This hypothesis has been measured through making use of 4 questionnaire items which have to do with leadership aspect and 38 items relevant to assessing job satisfaction.
Pearson test was used to make analysis on the relationship between job satisfaction and leadership aspect in West Azarbaijan Customs according to the results of Kolmogorov-Smirnov test. The results showed that the level of significance and R were 0.00 and 0.411, respectively. As it is seen, the level of significance is less than 0.05, so the relationship between job satisfaction and leadership variable is significant and alternative hypothesis is supported. The results of this study are in line with those reported by Gorbani (1996) and Mozafari (1996).
6.2. Results based on testing research second hypothesis
There is a significant relationship between job satisfaction and policy as well as strategy aspect in West Azarbaijan Customs of Southern section. This hypothesis has been measured through making use of 5quesionnaire items which have to do with policy as well as strategy aspect and 38 items relevant to assessing job satisfaction.
Pearson test was used to make analysis on the relationship between job satisfaction and policy as well as strategy aspect in West Azarbaijan Customs according to the results of Kolmogorov-Smirnov test. The results showed that the level of significance and R were 0.007 and 0.0.211, respectively. As it is seen, the level of significance is less than 0.05, so the relationship between job satisfaction and job satisfaction and policy as well as strategy aspect is significant and alternative hypothesis is supported. The results of this study are in line with those reported by Gorbani (1996) and Mirhoseini (1999).
6.3. Results based on testing research third hypothesis
There is a significant relationship between job satisfaction and staff aspect in West Azarbaijan Customs of Southern section. This hypothesis has been measured through making use of 5quesionnaire items which have to do with staff aspect and 38 items relevant to assessing job satisfaction.

Pearson test was used to make analysis on the relationship between job satisfaction and staff aspect in West Azarbaijan Customs according to the results of Kolmogorov-Smirnov test. The results showed that the level of significance and R were 0.007 and 0.0.105, respectively. As it is seen, the level of significance is greater than 0.05, so the relationship between job satisfaction and staff aspect is not significant and null hypothesis is supported. The results of this study are in line with those reported by Gorbani (1996) and are not consistent with those concluded by Mirhoseini (1999).

6.4. Results based on testing research fourth hypothesis
There is a significant relationship between job satisfaction and partners aspect in West Azarbaijan Customs of Southern section. This hypothesis has been measured through making use of 5quesionnaire items which have to do with partners as well as resources aspect and 38 items relevant to assessing job satisfaction.
Pearson test was used to make analysis on the relationship between job satisfaction and policy as well as strategy aspect in West Azarbaijan Customs according to the results of Kolmogorov-Smirnov test. The results showed that the level of significance and R were 0.00 and 0.0.292, respectively. As it is seen, the level of significance is less than 0.05, so the relationship between job satisfaction and partners' aspect is significant and alternative hypothesis is supported. The results of this study are in line with those reported by Mozafari (1996).
6.5. Results based on testing research fifth hypothesis
There is a significant relationship between job satisfaction and processes aspect in West Azarbaijan Customs of Southern section. This hypothesis has been measured through making use of 5quesionnaire items which have to do with processes aspect and 38 items relevant to assessing job satisfaction.
Pearson test was used to make analysis on the relationship between job satisfaction and policy as well as strategy aspect in West Azarbaijan Customs according to the results of Kolmogorov-Smirnov test. The results showed that the level of significance and R were 0.00 and 0.0.312, respectively. As it is seen, the level of significance is less than 0.05, so the relationship between job satisfaction and processes aspect is significant and alternative hypothesis is supported. The results of this study are in line with those reported by Mirhoseini (1999).
6.6. There is a significant relationship between job satisfaction and organizationalperformance change in West Azarbaijan Customs of Southern section
Pearson test was used to make analysis on the relationship between job satisfaction and organizational performance change in West Azarbaijan Customs according to the results of Kolmogorov-Smirnov test. The correlation coefficient of the two variables was 0.371 having freedom degree of 162. The results showed that the level of significance and R were 0.00 and 0.0.371, respectively. As it is seen, the level of significance is less than 0.05, so the relationship between job satisfaction and organizational performance changing aspect is significant and alternative hypothesis is supported. The results of this study are in line with those reported by Mirhoseini (1999), Mozafari (1996), Gorbani (1996) and Dehban Chaikhansari.

6.7. Based on the obtained results and the yielded regression coefficient, it is possible to prioritize the effectiveness of variables as follows:
1. The first rank is for job satisfaction and leadership aspect in West Azarbaijan Customs of Southern section categorized by R= 0.411 and sig= 0.000.
2. The second rank is for job satisfaction and processes aspect in West Azarbaijan Customs of Southern section categorized by R= 0.312 and sig= 0.000.
3. The third rank is for job satisfaction and partners aspect in West Azarbaijan Customs of Southern section categorized by R= 0.292 and sig= 0.000.
4. The fourth rank is for job satisfaction and policies as well as strategies aspect in West Azarbaijan Customs of Southern section categorized by R= 0.211 and sig= 0.000.
5. The fifth rank is for job satisfaction and staff aspect in West Azarbaijan Customs of Southern section categorized by R= 0.182 and sig= 0.000.

1.   **Conclusion**
A)   Suggestions regarding the first hypothesis:
The leadership of organization is the heart of movement and progression for staff tasks and activities in relation to get succeeded. Successful organizational leadership paves the way for innovation and creativity of staff and changes the organizational culture in line with getting developed. In so doing, it is recommended in order to improve efficiency of leadership in originations that:
The leaders are continually in interaction with key clients
Establish a competitive sense within the employers
Respond to the subordinates based on their needs and requirements
Establish a confident context and the one in which leaders of organizations can give value to the concerns and problems

Make severe attempts to changes in market and to get the most of their resources
Appreciate the task divisions and determine the performances based on staff responsibilities.

B)   Suggestions regarding the second hypothesis:
The organization which follows no goal or strategy is likely to be a ship lost in darkness. In so doing, it is recommended to determine the aim and optimum strategy in organization that:
The policies and strategies are determined based ion the current and upcoming needs of beneficiaries
Policies and strategies are followed and activities are accomplished in line with that field
Policies and strategies are determined based on the obtained data from evaluating performance and studies

C)   Suggestions regarding the third hypothesis:
Transcendent organizations do several activities in line with empowering their staff. In so doing, following recommendations are liable to be followed:
Increasing the acquaintance of staff with systems and electronic banking programs through practical trainings
Determining responsibilities for staff in doing the tasks
Establishing stress free context and appropriate environment in terms of safety and job care
Holding training classes and making use of professional staff in order to train other employers
Inclusion of concern free vacations in order to give motif and assist in revitalizing the potential of staff

D)   Suggestions regarding the fourth hypothesis:
Transcendental organizations organize their capitals and resources in w way that they are continuously transcendent. In so doing, followings are suggested:
Identifying the opportunities for attracting resources of some organizations and companies to be in transaction with customs
Endeavoring to homogenize the consumptions and resources of organization according to their budget provided center
Attempting to establish cooperative and continuous relationship with companies and organizations that are in permanent transaction with customs as well as providing services for increasing this interaction.

E)   Suggestions regarding the fifth hypothesis:
It is evident in transcendent organization that all process are interconnected and are evaluated continually. It is suggested in this regard as follows:
Developing job process of different sections of customs through making use of staff and clients" point of views
Drawing attention to novel ides in developing the process for increasing the client satisfaction and observing the principles in investigation standards

Suggestions for increasing job satisfaction
Have a positive look to job: it is usual for people to consider the negative aspect. It is claimed that taking a short rest or a taking a trip would provide people with opportunities to think about job-related issues in a relaxing way. People are suggested to organize their own works. Sometimes, stress causes that people do not assess all aspects. Positive attitude makes the life more pleasant.
Establish an intimate relationship with the colleagues: one of the reasons that causes people lose their motivation is that they are not in an acceptable relationship with their colleagues. Usually, people try to be serious in their work place due to the fact that they think in a perfectionist way, however, they are not aware that they change to introvert people. One of the reasons that help you stay in your job is your colleagues.
Discuss with your supervisors: in case you determine your goal as to achieve the higher job positions and ranking, you will be demotivated. If you tend to highlight some of the policies, you should be able to discuss with your managers and make them aware of your viewpoints. This is one the best ways to change fast the existence conditions.
What would happen if you did not get the job? When you are demotivated of doing the job, one of the good questions to be asked is what would happen if you did not work here? Sometimes people think that they would be working somewhere else if they did not get the job here. You should admit that this is your job and do not lose it.
Orient your workplace. You can make use of plants and flowers, pictures and orientation decorative to furnish your workplace. This leads to your motivation. You can have your family pictures on your desk so that they remind you the fact that you do not work only for yourself.

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