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### The Relationship between Job Satisfaction with Job Performance in Department of Industry, Mine and Trade of West Azerbaijan Province

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#### ABSTRACT

The main purpose of this study was to investigate the relationship between job satisfaction with job performance in department of Industry, Mine and Trade of West Azerbaijan province. The method of the research was survey-descriptive. The statistical population of the research was the employees of the branches of Industry, Mine and Trade offices of West Azerbaijan province which their number is 465 people. The sample size was calculated 207 by using the Cochran formula and they were selected by randomly sampling. The tool for gathering information was questionnaire and the standard questionnaires of job performance of Varsi Birne et al (2005) and the questionnaire of job satisfaction of Minesouta. The validity of the questionnaires confirmed by some professors of management and the reliability of the questionnaires was confirmed by Cronbach's alpha which was 0.91 for job performance, 0.88 for leadership behavior is 0.88 and organizational culture 0.87. the collected questionnaires were analyzed by Kolmogorov-Smirnov, Pearson, regression tests. The obtained results indicate that there is positive and significant relationship between job satisfaction and job performance in employees of Industry, Mine and Trade offices of West Azerbaijan province.

**Keywords:** Job satisfaction, job performance, task performance, the contextual performance.

#### 1. INTRODUCTION

Today social organizations due to the expansion of economic activities and services are forced to prepare and managing the manpower in the large-scale. Today, human resources play an important role in the growth and development of organizational goals by looking at the past we could find that human resources is raised as an essential in the works of the organizations. Currently in spite of technological advances and arising a

variety of technologies in organizations, yet the human resources are the most important arm the growth and development of the organization (Anderson, 2008). Job performance is one of the major variables in organizational behavior. Job performance, since both directly and indirectly linked with the productivity and efficiency of the organizations, and consequently with success of the organization always has been considered by managers and authorities of the organizations for this purpose promoting and increasing the job performance of the staff, every year occupy some of the plantings and budgets both in across of the country and at level of the organizations. Financial institutions and banks are not in exception. therefore investigating the effective factors in upgrading job performance is so important. Much researches has been done on the factors influencing job performance (Rajae Pour et al, 2013).in the current era investigating and recognizing the effective factors on employees job performance is considered as one of the important programs in this part. Organizational and environmental factors such as management support and fit person with a job, organizational structure, organizational culture, spirit of cooperation and feedback and job satisfaction are important factors in determining job performance (Babaeian et al, 2014). Job satisfaction means the likes of tasks required for a job, the circumstances in which it is received and rewards for work done, And that the activities and working conditions that constitute a worker, how much and how well it meets their needs, depends on person's judgment that must balance the good and bad of his job, if the good outweigh the bad, likely to be satisfied with their jobs (Abbaschian et al, 2010). Findings of various research have shown that job satisfaction leads to improved job performance (Mohtasham et al, 2015, Sadr Momtaz et al, 2014).

The performance of the banks can be affected by several factors as one of the service centers, despite the importance of the role of organizational culture, leadership behavior and job satisfaction in achieving the objectives of banks, the studies in this area are very limited. Therefore this research has been done with the relationship between job satisfaction with job performance in department of Industry, Mine and Trade of West Azerbaijan province.

## **2. RESEARCH METHODOLOGY**

The method of the research was survey-descriptive. The statistical population of the research was the employees of the branches of Industry, Mine and Trade offices of West Azerbaijan province which their number is 465 person. The sample size was calculated 207 by using the Cochran formula and they were selected by randomly sampling. The tool for gathering information was questionnaire and the standard questionnaires of job performance of Varsi Birne et al (2005) and the questionnaire of job satisfaction of Mine Sota. The validity of the questionnaires confirmed by some professors of management and the reliability of the questionnaires was confirmed by Cronbach's alpha which was 0.91 for job performance, 0.88 for leadership behavior is 0.88 and organizational culture 0.87.the collected questionnaires were analyzed by Kolmogorov-Smirnov, Pearson, regression tests.

## **3. FINDINGS**

Distribution of the sample by gender showed that 70.3 percent of the staff are men and 29.7 percent of them have been women. Distribution of the statistical sample of employees' years of service showed that 26.7 percent have had 1 to 5 years, 51.3 percent 5 to 10 years, 13.2 percent 11 to 15 years and 8.8 percent

had more than 15 years. Frequently distribution of statistical sample according to age indicated that 17.9 percent have had 26 to 35 years old, 30 percent 31 to 35 years, 27.5 percent 36 to 40 years, 12.8 percent 41 to 45 years and 11.7 percent had more than 45 years. Frequently distribution of statistical sample according to education indicated that 14.7 percent had diploma degree, 33.3 percent had associated degree, 40.7 percent had bachelor degree and 11.4 percent had MA and higher degree.

#### 4. KOLMOGOROV-SMIRNOV (K-S TEST)

Results of Kolmogorov-Smirnov (K-S Test) in Table 1 showed that for all variables of the research the significance of the test is bigger than error level of 0.05 (P-value = sig > 0.05). This means that in all variables of the study the observations follow in with 95 of normal statistical distribution and null hypothesis of the test is confirmed. According to results of Kolmogorov-Smirnov test showed that the variables follow a normal statistical distribution virgin. So parametric tests can be used to test hypotheses.

**Table 1**  
**Results of Kolmogorov-Smirnov test (k-s test)**

<i>Variable</i>	<i>Number of observations</i>	<i>Kolmogorov-Smirnov test</i>	<i>Significance</i>	<i>Result of the test</i>
Task Performance	273	0.066	0.200	Distribution is normal
Contextual Performance	273	0.126	0.084	Distribution is normal
Job Performance	273	0.177	0.158	Distribution is normal
Job Satisfaction	273	0.188	0.148	Distribution is normal

#### 5. HYPOTHESES TEST

The main hypothesis: there is relationship between job satisfaction and job performance in the employees of Industry, Mine and Trade offices of West Azerbaijan province.

Results of Pearson parametric test in table 2 showed that the Pearson correlation coefficient of organizational culture with task performance of employees is positive and significant. (significance level of the test is 0.000 that is smaller than 0.05 or (P-value = sig < 0.05). This means that organizational culture has a significant positive relationship with task performance of workers of Industry, Mine and Trade West Azerbaijan province. Thus the first hypothesis was confirmed.

**Table 2**  
**Pearson correlation test to examine the relationship between organizational culture and job performance**

<i>Independent variable</i>	<i>Dependent variable</i>	<i>Pearson correlation coefficient</i>	<i>sig</i>
Job satisfaction	Job performance	0.278	0.000

Linear regression model results in Table 3 show that the coefficient of determination states that 7.7 percent changes of task performance of the stuff is expressed by organizational culture. The regression coefficient (not standard) is 0.441 it means that in increments of one corporate culture, the value task performance of the stuff increases by the 0/441 unit. The constant value in the regression model with t statistic 5.150 is significant at the 5 percent error level (P-value = sig < 0.05). And regression coefficient with the statistic t 4.756 is positive and significant at the 5% level (P-value = sig < 0.05)

**Table 3**  
**Linear regression model for the first hypothesis**

Dependent variable	ANOVA		The coefficient of determination	Adjusted coefficient of determination	The independent variable and fixed value	The independent variable and fixed value	Not standardized regression coefficients	The standard error	Standardized regression coefficients	t	sig
	F	sig									
Job performance	22.622	0.000	0.000	0.077	0.074	Fixed value	1.671	0.325	-	5.150	0.000
						Job satisfaction	0.441	0.093	0.278	4.756	0.000

**The first subsidiary hypothesis:** There is relationship between job satisfaction and task performance in the employees of Industry, Mine and Trade offices of West Azerbaijan province.

Results of Pearson parametric test in Table 4 showed that the Pearson correlation coefficient of organizational culture with task performance of employees is positive and significant. (significance level of the test is 0.000 that is smaller than 0.05 or (P-value = sig < 0.05). This means that organizational culture has a significant positive relationship with task performance of workers of Industry, Mine and Trade West Azerbaijan province. Thus the first sub hypothesis was confirmed.

**Table 4**  
**Results of Pearson correlation test to investigate the relationship of job satisfaction with task performance**

Independent variable	Dependent variable	Pearson correlation coefficient	sig
Job satisfaction	Task performance	0.352	0.000

Linear regression model results in Table 5 showed that the coefficient of determination states that 13.7 percent changes of task performance of the staff is expressed by organizational culture. The regression coefficient (not standard) is 0.978 it means that in increments of one corporate culture, the value task performance of the staff increases by the 0/978 unit. The constant value in the regression model with t statistic -0/113 is significant at the 5 percent error level (P-value = sig > 0.05). And regression coefficient with the statistic t 6.554 is positive and significant at the 5% level (P-value = sig < 0.05)

**Table 5**  
**Linear regression model for the fifth hypothesis**

Dependent variable	ANOVA		The coefficient of determination	Adjusted coefficient of determination	The independent variable and fixed value	The independent variable and fixed value	Not standardized regression coefficients	The standard error	Standardized regression coefficients	t	sig
	F	sig									
Job performance	42.961	0.000	0.141	0.132	0.132	Fixed value	-0.052	0.499	-	-0.113	0.910
						Job satisfaction	0.976	0.149	0.352	6.554	0.000

**The Test of Second Subsidiary Hypothesis:** There is relationship between job satisfaction and contextual performance in the employees of Industry, Mine and Trade offices of West Azerbaijan province.

Results of Pearson parametric test in table 6 showed that the Pearson correlation coefficient of organizational culture with contextual performance of employees is positive and significant. (Significance level of the test is 0.000 that is smaller than 0.05 or (P-value = sig < 0.05). This means that organizational culture has a significant positive relationship with task performance of workers of Industry, Mine and Trade West Azerbaijan province. Thus the first sub hypothesis was confirmed.

**Table 6**  
Results of Pearson correlation test to investigate the relationship of job satisfaction with task performance

Independent variable	Dependent variable	Pearson correlation coefficient	sig
Job satisfaction	Contextual performance	0.365	0.000

Linear regression model results in Table 7 showed that the coefficient of determination states that 15.6 percent changes of task performance of the staff is expressed by organizational culture. The regression coefficient (not standard) is 0.977 it means that in increments of one corporate culture, the value task performance of the staff increases by the 0.977 unit. The constant value in the regression model with t statistic 0.792 is significant at the 5 percent error level (P-value = sig > 0.05). And regression coefficient with the statistic t 6.737 is positive and significant at the 5% level (P-value = sig < 0.05)

**Table 7**  
Linear regression model for the fifth hypothesis

Dependent variable	ANOVA		The coefficient of determination	Adjusted coefficient of determination	The independent variable and fixed value	The independent variable and fixed value	Not standardized regression coefficients	The standard error	standardized regression coefficients	t	sig
	F	sig									
Contextual performance	45.382	0.000	0.156	0.140	0.132	Fixed value	0.383	0.485	-	0.792	0.439
						Job satisfaction	0.977	0.145	0.365	6.737	0.000

## 6. DISCUSSION AND CONCLUSION

The main purpose of this study was to investigate the relationship between job satisfaction with job performance in department of Industry, Mine and Trade of West Azerbaijan province. Results of the analysis showed that job satisfaction and job performance of workers of industry, mine and trade in Western Azerbaijan province are related. These findings are consistent with findings of other researchers Mohtasham et al (2015) and Khak Neshin and Davood (2015). To justify these findings we can say that in conditions that work and office space of the organization satisfies employees and they are consent from payment, reward the work and relations between workers and employers they automatically show motivation and more willing to organization and workplace and thus their productivity increase and ultimately increase the task performance of their job.

Results of the analysis showed that there is a relationship between job satisfaction and contextual performance in employees of Industry, Mine and Trade offices of West Azerbaijan province. These findings are consistent with findings of other researchers Mohtasham et al (2015) and Khak Neshin and Davood (2015). to justify these findings we can say that in conditions that work and office space of the organization satisfies employees and they are consent from payment, reward the work and relations between workers and employers they automatically show motivation and commitment and more willing to organization and workplace and thus their productivity increase and ultimately increase the contextual performance of their job.

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