



Study of relationship between job satisfaction and isolationist (Case study: Road and Urbanization offices of Kurdistan Province)

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ABSTRACT

This study examines the relationship between job satisfaction and isolationist behavior in the General Directorate of Roads and Urban's Kurdistan province. The study population included General Directorate of Roads and Urban Development Kurdistan province is limited to the study of the formula for example, Simple random sampling is available to use on the basis of sampling, the number of samples 191 shows. Questionnaires were used to collect data from a questionnaire used in the study were standard. Data with Statistical programs were both descriptive and inferential analysis. The reliability of the questionnaire with Cronbach's alpha coefficient for job satisfaction and isolationist behavior respectively 0.877 and 0.889 was. All assumptions were confirmed at the level of 95% and all relations based on Pearson correlation coefficient test results were confirmed. Based on the findings of job satisfaction Behavior had a significant relationship with isolationist, isolationist behavior to reduce. Finally, this study has provided practical suggestions.

Keywords: Job Satisfaction, Isolationist Behavior, Kurdistan Province

INTRODUCTION

In the traditional world of work, management was to control and limit people, enforce rules and regulations, seek stability and efficiency, design a top-down hierarchy, and chief bottom-line results. Management means, in the last analysis, the substitution of thought for brawn and muscle, of knowledge for folklore and superstition, and of cooperation for force [1]. We should constantly pay attention to the needs and desires of human resources since they are important assets owned by every organization [2]. It is expected that such a measure would result in improvement in job satisfaction, job performance and high loyalty to the company that can ultimately achieve various corporate objectives. In this century, the study of human resources is mainly focused on company performance [3] by giving special attention to human resource practices [HRM] that is believed to be able to improve the company performance by increasing employee commitment and competence, including the recruitment, incentive payment systems, improved workforce training, employee participation, career employees and improved employee welfare [4].

Technological changes after 1950s transformed the traditional organizations of the previous century. Innovation, and creativity have become significant source of competitive advantage for technology companies [5]. The job satisfaction is key to aligning the creativity of the employee with the interest of the human capital driven organizations [6]. Job satisfaction is associated with organizational variables such as organizational citizenship

behavior, turnover, and absenteeism; and is effected by organizational culture, climate and leadership style [7]. Job satisfaction is one of the important variables in work and organizational psychology, is regarded as an indicator of working-life quality[8] and is a crucial variable used to determine the quality of health-care systems. Job satisfaction is defined by how employees feel about their jobs and different aspects of their jobs [9].

Shyness and isolation is a relatively prevalent behavior seriously disturbing the individual which can lead to other problems such as lack of self-confidence, depression, anxiety and touchiness [10]. Failure to feel able and low self-esteem as well as inability to express feelings, thoughts and views will lead to the isolation of the individual from team activities. A shy kid very soon hides himself/herself from others, feels deficient and cannot tolerate them. Today one of the problems in organizations is isolation, nonparticipation, and indifference and in fact a chain of isolation behaviors by employees followed by adverse effects including reduced motivation, efficiency and productivity of human forces in long term if uncontrolled. Thus, employees' absence rate, transfer, continuous resignation, irregular changes, complains, unhealthy competition among individuals, uncontrolled interference, anxiety and concern, flattery, financial expectations, sabotage, fault finding, isolation, fatigue and boredom, inattention at work, reduced efficiency in organization, postponing today's work to tomorrow, reduced respect for colleagues, managers and customers, irresponsibility, no sense of organizational attachment, simulating other employees to ignore moral values, reduced innovation and creativity, deviation from organization objectives and try to justify problems are symptoms of low spirit, job dissatisfaction and isolation behaviors of employees of an organization [11].

Many studies have shown that job satisfaction can be influenced by a wide variety of factors such as competitive pay, adequate staffing, a pleasant working environment, opportunities for personal and professional growth, a reasonable workload, supervision, recognition, noticeable progress of patients, positive relationships with co-workers, autonomy on the job, job security, career advancement and contingent rewards[12; 13; 14]. One study demonstrated the importance of job satisfaction to an organization in terms of its positive relationship with individual performance, employee relations, physical and mental health and satisfaction [15]. Thus, more satisfied employees tend to be more productive and creative [16]. The job satisfaction of health-care workers has a positive association with patients' satisfaction [17] and contributes to the continuity of care [18]. Job satisfaction is the affective orientation that an employee has towards his/her work. It can be considered as an overall feeling about the job or as a related constellation of attitudes about various aspects of the job [19]. There is growing evidence that current trends in employment conditions may have negative effects on job satisfaction and deteriorate the physical and mental health of employees [20]. Affective disposition on job satisfaction consists of two facets: positive affectivity and negative affectivity. High energy, eagerness, and pleasurable involvement represent positive affectivity while distress, unpleasant involvement, and nervousness show negative affectivity [21].

In the present study, the independent variables were job satisfaction and the dependent variables were isolationist behavior. The framework presented in Figure 1 hypothesizes that job satisfaction and isolationist behavior dimensions (i.e. frequent absence, transfer intention and non-participation).

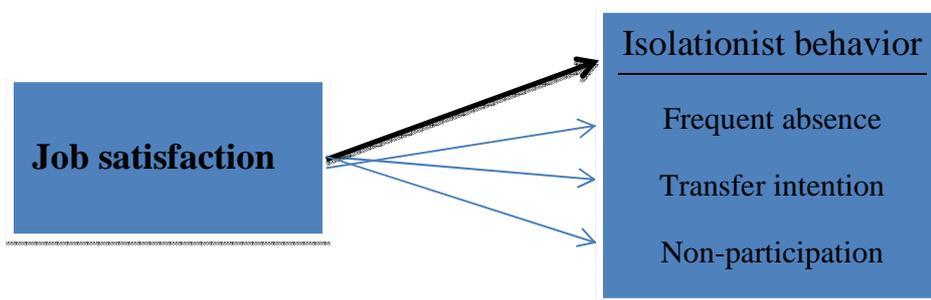


Figure 1: Conceptual Model Research Source: Karin et al (2007)

Research hypotheses

Research main hypothesis:

There is a relationship between job satisfaction and isolation behaviors.

Research sub-hypotheses:

There is a relationship between job satisfaction and frequent absence.

There is a relationship between job satisfaction and transfer intention.

There is a relationship between job satisfaction and non-participation.

Research methodology:

In terms of data collection, this research is a descriptive type. Further, since in the study we attempt to determine the relationship between job satisfaction and isolationist behavior, this research is a correlational research and considering data collection, it is a sectional research type that is conducted between the April and September of 2016. Since its goal is to determine the variables' correlation in the General Directorate of Roads and Urban's Kurdistan province, it is a field study. The statistical population of the study in this research includes all employees of General Directorate of Roads and Urban's. To assess job satisfaction used 12 questions and to measure isolationist behavior (22); used 54 questions. Cronbach's alpha coefficient for job satisfaction and isolationist behavior are 0.877 and 0.889 respectively, which represents the stability and internal consistency of the questionnaire.

RESULTS

The first demographic factor is the gender. Among the sample participants (191 cases), 75.4 percent are male and 24.6 percent are female. The second demographic factor is the marital status of the respondents that shows 191 cases (94.8 percent) are married and 5.2 percent are unmarried. The third demographic factor is the age of respondents that shows among the respondents to the questionnaire 8.4 percent are between 20 and 25 years old, 21.5 percent are between 26 to 30 years old, 36.1 percent are between 31 to 35 years old, 25.7 percent are between 36 to 40 years old, and 8.4 percent are over 55 years old.

Table 1: The correlation coefficient results of the variables of the study

Hypothesis	Independent variable	Dependent variable	Significance level	Correlation coefficient	Result of the test
The main Hypothesis	job satisfaction	isolationist behavior	0.000	- 0.763	H ₀ is rejected
The first hypothesis	job satisfaction	frequent absence	0.000	- 0.743	H ₀ is rejected
The second hypothesis	job satisfaction	transfer intention	0.000	- 0.833	H ₀ is rejected
The third hypothesis	job satisfaction	non-participation	0.000	- 0.838	H ₀ is rejected

According to the results of Table 1, at a 0.05 significant level, the hypothesis is confirmed and as a result, there is a significant relationship between the job satisfaction and isolationist behavior. The correlation factor is reverse and equal to - 0.763 i.e. with an increase in job satisfaction, the isolationist behavior increases.

CONCLUSION

In the present study, all relationships were supported based on results of Pearson correlation coefficient test. In other words, job satisfaction (-0.763) had a significant relationship with isolation behaviors. Among sub-hypotheses, job satisfaction (-0.838) and nonparticipation (H3) came first, job satisfaction (-0.833) and transfer intention (H2) came second and job satisfaction (-0.743) and frequent absence (H1) came third and last. Managers must try to create positive attitudes in employees to increase organizational efficacy because not only staff satisfaction (through high payment) but proper measurement of job attitude to achieve high efficiency is the most useful measure taken by organization for its employees.

Job satisfaction is an attitudinal variable describing staff feelings and visions toward their occupational life while job dissatisfaction indicates employees' occupational or individual problems. Christopher (1996) suggested that two groups of factors affect employees' job satisfaction including environmental and individual factors. Hallin and Blood (1999) suggested that simple and repetitive problems in assemble lines are essentially boring and create dissatisfaction. Thus, job satisfaction can be created by changes in features of the individual's duties. Connor and Rudolph (2000) stated that some of organizational limitations such as physical conditions of working environment hinder staff's optimum job performance. Supervising also has been mentioned by subjects as the biggest obstacle for job dissatisfaction. Katz and Kahn (1985) suggested that in many jobs, supervisors' expectations regarding subjects' roles are not clearly defined leading to ambiguity of roles and isolation behaviors by employees.

There are several limitations in the present study that may also serve as future extensions. First, these variables in this study were not collected at different time points and we only used personnel behaviors assessment of their job satisfaction and isolation behaviors. Related to the first limitation, our data was collected at a single point in time from a single source. We made every attempt to minimize concerns of sampling bias and common method variance by separating survey questions used in the study from each other. As for future research, we believe a time series design would be an ideal way to test our theoretical framework so job satisfaction can be examined as they move through development stages.

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