INVESTIGATING THE EFFECT OF RESPONDING ON JOB SATISFACTION AMONG THE STAFF (CASE STUDY: WEST AZARBAIJAN MASKAN BANK)

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ABSTRACT

The aim of the present study is to investigate the effect of responding amount on job satisfaction among the staff (case study: West Azarbaijan Maskan Bank). The study is applied, descriptive and survey in terms of goal, quality of data collection and quality of implementation. The statistical population comprises of all employers working at West Azarbaijan Maskan Bank and 175 subjects were chosen as the sample size using stratified random sampling method. Too collect the data, questionnaire including 19 items was used and the validity was assessed. Also, the reliability if the questionnaire was measured as 0.749 using Cronbach alpha which shows a good reliability. In order to run analysis, SPSS software was employed and data obtained from the questionnaire were analyzed. In addition, Kolmogorov-Smirnov and one-sample Wilcoxon test as well as Friedman tests were utilized in statistical analysis, the results indicated that environmental factors, organizational factors, institutional factors and technology factors were affective in relation to establishing human force planning.

KEYWORDS: responding, job satisfaction, West Azarbaijan Maskan Bank

INTRODUCTION

The term responding has been concerned as an important issue in official and political system of many countries. The issue of responding hypothesizes that the decisions and proceedings of agents contribute to economic, political and cultural affairs (Golipor, Tahmasebi Ashtiani, p. 115). Scientific (academic) and social (people-based) presses have highlighted the importance of responding in effective management of organizations. Responding is taken into account as the building block of theoretical concepts in organization and acts as attracting force among social systems (Hal *et al*., 2004, p. 525). In fact, responding depends on the demand of organization in relation to supervising staff behaviors, staff groups and organizational units (Ammeter, Douglas, Goka, cited in Azamininejad, p. 114). Frink and Kilmoski define responding as the known need for evaluating or defending the behavioral theory in relation to people who enjoy the power of rewarding or punishing. The claim that one can make use of this perspective to define a set of behavioral common expectations (Ammeter, Douglas, Goka, cited in Azamininejad, p. 115).

Responding

Responding is a task in line with accomplishing a set of activities based on the values and predetermined principles, it is defined as responding to sets of responsibilities and commitments that people have in relation to one another. In general, responding requires the consensus in public goals, acceptable standards and collecting and interpreting ways of information in order to determine the roles, solutions for reaching those roles, principles and rules which are usually issued by stakeholders in order to respond (Alvani and Gashgaei, 2006).

Types of responding
Responding falls into the following categories:
Public responding: managers of public organizations are responsive to the citizens of their representatives.
Management responding: this type is done in relation to senior manager.
Financial responding: organization managers are responsive to cashes to be received for projects
Political responding: this type has to do with the institute which has a political qualification
Professional responding: people are responsive to specialist and professional colleagues.
Legal responding: this type is done in relation to judicial centers
Social responding: responding is the commitment to the taken responsibility. So, it is concerned with an official relationship in which the options are given from one side to the other (Bozorgi, 2003).

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Responsibility and responding
The difference between responding and responsibility is of great importance to be regarded in terminology. In some countries, there is no term of responding in national language and it usually roots within the term responsibility. The word responsibility is taken as synonymous for responding, but the two words are not similar. To perceive the implication of responsibility, one should ask the reason the task is done; the former indicates on the official sequences such as hierarchical structure, the latter is concerned with individual behaviors.

Job satisfaction
Classic effort was done by Rabert Hapak (1935) to define job satisfaction. Due to the shortage of knowledge and useful awareness to define an appropriate word, he made warns. It is believed by Hapak (1935) that job satisfaction is the combination of psychology, environment and physiology which make individual say "I am satisfied with my job". This means that the importance of job satisfaction is to the extent that people like their jobs. It seems that researchers are in consensus that job satisfaction is an emotional or effective reaction in relation to a job which is derived from comparing real efficiency or expected efficiency and qualified efficiency of staff (Hoy & Miske, translated by Seyed Abaszade, 2008).
What is meant by job satisfaction is individual's perspective in relation to the job. In case people enjoy higher levels of job satisfaction, they are more pessimistic of their career. In case people do not enjoy higher levels of job satisfaction, they are more optimistic of their career. Usually, the implication is nothing but job satisfaction itself (Robins, 1999, p. 48).

The nature of job satisfaction
Studies highlight that several companies such as IBM make opinion poll measurements in relation to feelings and point of views of staff to their jobs, the increase of job satisfaction in this company has minimized desertion causing competitive situation. Job satisfaction is one of the most important variables of researches in the field of organizational behavior and is taken into account as organizational theories. Job satisfaction is defined somewhere else as multi-dimensional concept involving inner and outer aspects, inner satisfaction has to do with personal characteristics of people such as ability and innovation as well as establishing relationship with head of departments which are defined as qualitative aspects of job. Resources of inner satisfaction are instinctive and based on environmental conditions such as pay, development or job security, organizational differences from job satisfaction point of view. These can be regarded as the potential problematic domains (Amjadipor, 2010).

Related studies
Babaki (2006) investigated the relationship between responding and performance improvement in Mashhad municipality and concluded that the most important reason of clients dissatisfaction and the lengthy time of procedure accomplishments was lack of responding and inappropriate reaction. From clients' point of view, legal responding and appropriate performance were absent in Mashhad municipality while there was some degrees of professional responding, from staff perspective, Mashhad municipality enjoyed public, legal and professional responding. Relationship between responding and job satisfaction as well as job stress among senior high school teachers of Urmia Zone 2 was investigated by Parsa (2011). It was found in the study that there was a relationship between responding and job satisfaction which were considered as effective factors. The correlation between the two variables was measured and it was done that there was a strong correlation between them. Job satisfaction was predictive element. Teimori *et al*. (2007) explored the job satisfaction of Isfahan University of Medicine faculty members and reported that the staff was in a good command of job satisfaction. However, the faculty had lower levels of satisfaction pertinent to appropriate satisfaction, quality of management, job security, wages and income.

It was highlighted by Ferink and Kelimosky (1998, 2004) that social systems based on their nature root in the expectation and common rules to lead the behaviors. Although lack of responding led to social abnormalities, developing such a mechanism should provide common behavioral norms of social actors and highlighted perceiving in relation to what is expected by the clients. In job context, responding facilitates social normality adjustment in three cases. First, staff should be aware of the specific task they are responsible for. Second, staff should be acquainted with the behaviors to be considered for doing the tasks. Finally, rules should specify special clients for evaluating the staff and punishments as well as rewards based on these evaluations.

MATERIALS AND METHODS

The present study made use of descriptive approach to develop its design. The statistical population comprised of employers working at West Azarbaijan Maskan Bank and questionnaire was distributed among 175. The utilized questionnaire was the one to be developed by Hachwarter *et al*. (2003) including 8 items. To measure the job stratification variable, Brifield and Roth (1951) questionnaire was applied. To adjust the questionnaire, previous studies and related studies were considered and the final draft was the one involving 17 items on Likert-5 item scale.

Statistical Tests

Using descriptive statistics, demographical attributes of the respondents were studied. Job experience of subjects was as follows: 10-15 years, 15-20 years, 5-10 years, 5-10 years, and 20-30 years. Also, the level of education on the part of respondents was classified as bachelor of art, master of art, associate degree, and PHD. In addition, 82.3% and 17.7% of the respondents were male and female, respectively.

First hypothesis: public responding has an effect on job satisfaction among the staff working at West Azarbaijan Maskan Bank

Table 1. Kolmogorov-Smirnov test results

Kolmogorov-Smirnov test			
Public responding	Statistic	Number	Level of significance
	0.110	175	0.000

Based on the results of the above table, the level of significance is less than 0.05, so one can conclude that public responding variable is not normally distributed.

Table 2. The relationship between public responding and job satisfaction

		Public responding
Job satisfaction	Pearson correlation coefficient	0.604
	Level of significance	0.000
	Frequency	175

According to the above table and the obtained analysis, the level of significance is less than 0.05 and null hypothesis is rejected. This means that there is a relationship between public responding and job satisfaction among the staff working at West Azarbaijan Maskan Bank. Since Pearson correlation coefficient is 0.604, there is a strong and positive correlation between the two variables.

To test the effect of independent variable on dependent variable, regression test is employed for this hypothesis.

Table 3. Variance analysis of the first hypothesis relevant to regression model of public responding variable and job satisfaction

Standard error	Balanced identification coefficient		R2 identification coefficient		R	
0.251	0.629		0.630		0.794	
Level of significance	Level of confidence	F	Mean of square	Total square	Degree of freedom	Changes resources
0.000	0.95	429.059	27.210	27.210	1	regression
Result of the test: rejecting null hypothesis			-----	43.192	174	total

As seen in the above table, the test level of significance is 0.000, so one can conclude that the test is significant by 0.05 error or 0.95 level of confidence. Hence, public responding has an effect on job satisfaction among the staff working at West Azarbaijan Maskan Bank. Since R2 identification coefficient is 0.630 which is defined as the ratio of described changes by x variable to the whole changes, one can say that 63% of job satisfaction changes can be determined by public responding.

Table 4. First hypothesis parameter coefficients related to public responding and job satisfaction

Variable	β slope	Calculated t	Level of signfiiance	Test result
Intercept	-0.475	-2.02	0.046	Rejecting null hypothesis
Public responding	1.098	20.714	0.000	Rejecting null hypothesis

So, mathematical equation of public responding effect on job satisfaction in West Azarbaijan Maskan Bank is as follows:

$$Y = -0.475 + 1.098\ X1$$

Once can declare that one unit increase in public responding leads to 1.098 units increase in job satisfaction in West Azarbaijan Maskan Bank branches. So, regression model of this test is statistically significant.

Second hypothesis: Financial responding has an effect on job satisfaction among the staff working at West Azarbaijan Maskan Bank

Table 5. Kolmogorov-Smirnov test results

Kolmogorov-Smirnov test			
Financial responding	Statistic	Number	Level of significance
	0.181	175	0.000

Based on the results of the above table, the level of significance is less than 0.05, so one can conclude that financial responding variable is not normally distributed.

Table 6. The relationship between public responding and job satisfaction

		Financial responding
Job satisfaction	Pearson correlation coefficient	0.702
	Level of significance	0.000
	Frequency	175

According to the above table and the obtained analysis, the level of significance is less than 0.05 and null hypothesis is rejected. This means that there is a relationship between financial responding and job satisfaction among the staff working at West Azarbaijan Maskan Bank. Since Pearson correlation coefficient is 0.702, there is a strong and positive correlation between the two variables.

To test the effect of independent variable on dependent variable, regression test is employed for this hypothesis.

Table 7. Variance analysis of the second hypothesis relevant to regression model of finacial responding variable and job satisfaction

Standard error	Balanced identification coefficient		R2 identification coefficient		R	
0.618	0.039		0.043		0.208	
Level of significance	Level of confidence	F	Mean of square	Total square	Degree of freedom	Changes resources
0.000	0.95	11.341	4.34	4.34	1	regression
Result of the test: rejecting null hypothesis			0.383	96.488	173	residual
			-----	100.831	174	total

As seen in the above table, the test level of significance is 0.000, so one can conclude that the test is significant by 0.05 error or 0.95 level of confidence. Hence, financial responding has an effect on job satisfaction among the staff working at West Azarbaijan Maskan Bank. Since R2 identification coefficient is 0.043 which is defined as the ratio of described changes by x variable to the whole changes, one can say that 4.3% of job satisfaction changes can be determined by financial responding.

Table 8. Second hypothesis parameter coefficients related to financial responding and job satisfaction

Variable	β slope	Calculated t	Level of significance	Test result
Intercept	2.200	4.595	0.000	Rejecting null hypothesis
Public responding	0.439	3.368	0.001	Rejecting null hypothesis

So, mathematical equation of financial responding effect on job satisfaction in West Azarbaijan Maskan Bank is as follows:

$$Y = 2.200 + 0.439 \, X1$$

Once can declare that one unit increase in financial responding leads to 0.439 units increase in job satisfaction in West Azarbaijan Maskan Bank branches. So, regression model of this test is statistically significant.

DISCUSSION AND SUGGESTIONS
Banks and other organizations are suggested to assist staff in preventing probable repercussions to improve the process of responding and job satisfaction. Banks and other organizations are recommended to better understanding of organizational policies in line with responding. Actors, directors and business owners are suggested to be aware of the role of understanding organizational policies in order to planning better concepts based on establishing satisfaction among the staff.

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