



Studying The Impact of Employee Perceptions of Manager Competency to Job Satisfaction in JPA

Ali SaeediTalab

Master Student of Public Administration, HRM trend, Islamic Azad University, Firoozkoh, Iran
m_saeiditalab@yahoo.com

MohammadReza Noori Aghjerood

PhD Student in Public Administration, Organizational Behavior, Kharazmi University, Tehran, Iran.
Mohammadrezanoori69@gmail.com

Abstract

Employment and the degree to which employees are satisfied with their jobs, are important challenges of managers, so many studies have been done to promote employees satisfaction and many factors have been considered. Observations shows that managers competency may have effect on employees satisfaction, So this study is planned to evaluate the impact of employee perceptions of manager competency to job satisfaction in the Jame Poosh Ara (Iran's largest sports apparel factory). Structural Equation Model is used To approving model, For this purpose, Dimensions of managers' competency, including technical competency, management competency, creativity competency, interpersonal competency and leadership competency and job satisfaction dimensions including satisfaction of payment, coworkers, workspace, work promotion and external environment were obtained from theoretical foundations and questionnaire was developed by researcher to collecting data for evaluation of dimensions. After removing ambiguities of questionnaire, Construct validity were obtained by approve of supervisor. To testing Reliability of questionnaire Cronbach's alpha value 72 percent were obtained for competency questionnaire and Cronbach's alpha value 68 percent were obtained for job satisfaction questionnaire. Then questionnaire approved. According to Cochran formula, sample was determined 220 person. Finally, the conceptual model was examined using structural equation model in LISREL software and chi-square and t-test is used to data analysis. Finally, hypothesis was confirmed and determined that perception of competency, has a significant impact on job satisfaction. At the end of the study, suggestions for future research and the limitations of the study mentioned.

Keywords: Perception – Competency- Job Satisfaction



1- Introduction

Employment is one of the issues that the human mind is preoccupied with it. Although employment is a human's economic dimension, but has a deep relationship with their personal, familial, social and cultural dimensions. Job satisfaction is a result of employee's perception that leads to commitment of them to organization. Job satisfaction is a positive sense and is a result of evaluation of job by employer (Darvish, 2007, p2).

There have been many research on job satisfaction in each of the factors affecting it or its dimensions is considered. However, one of the factors that seem to influence this factor organization, is the competence of managers that less attention has been paid to it.

Boyatzis (1982) states that competency in general focuses on the basic characteristics of a person. These characteristics can be motivation, behavior, attitudes, skills and perception of social role or a plethora of knowledge that a person use to perform tasks and activities (Zarei, 2014, p. 8).

Manager's competency perceived to have effect on job satisfaction, because if employees are properly managed, feel more safety and respect.

According to the above, in this study, an issue is as follows:

- ❖ What is the impact of Employee perceptions of their managers' competency on their job satisfaction?

2- Theoretical foundations

2-1 Perception

Perception is one of the key words in the field of psychology and organizational behavior management. This concept has a lot of dimensions and meanings range. For this reason, a comprehensive definition of it, is not an easy task and one that is achieved is not error-free. Perception in today's Psychology means a Mental or psychological process responsible to selection and organization of Intuitive studies and eventually giving meaning to them. In other words, the perception is mental process during which Intuitive experiences, acquires its meaning and in this way, human discovers relations and meanings of things. The action takes place so fast in the mind so that seems to coincide with feeling (Irvani & Khodapanahi, 2016).

Perception is a process through which individuals to select, organize and interpret information (Greenbrier and Baron, 2000).

In fact, behavior is a reaction to the perception and perception is the perspective from which to view and understand the outside world (Bagheri and Zarei, 2012).

Perception behavioral patterns including three reaction behavior, active behavior and cognitive behavior are as follows:

- ❖ Reaction behavior: Refers to behavior that is automatically and program-oriented and always appears in the same way.
- ❖ Active behavior: The occurrence of this treatment is dependent on the attention. Man through information received from sensory receptors recognize environment around them, but it depends on which data is selected from what it finds. In addition to the senses, experiences, needs and current demands also affect the behavior.
- ❖ Cognitive behavior: behavior that humans due to it finds new ways to meet needs and invent new responses in the environment (Ghasemi, 1395: p. 179).

Process of creating the perception Consist of four step of Existence of external stimuli or events, receive and record stimulus, understanding stimulus and response and reaction (Bagheri and Zarei, 2012, p.9).

The constituent elements of perception are numerous. These factors may be in the person who does perception, in the matter (what is perceived) and in the situation (see figure 1).

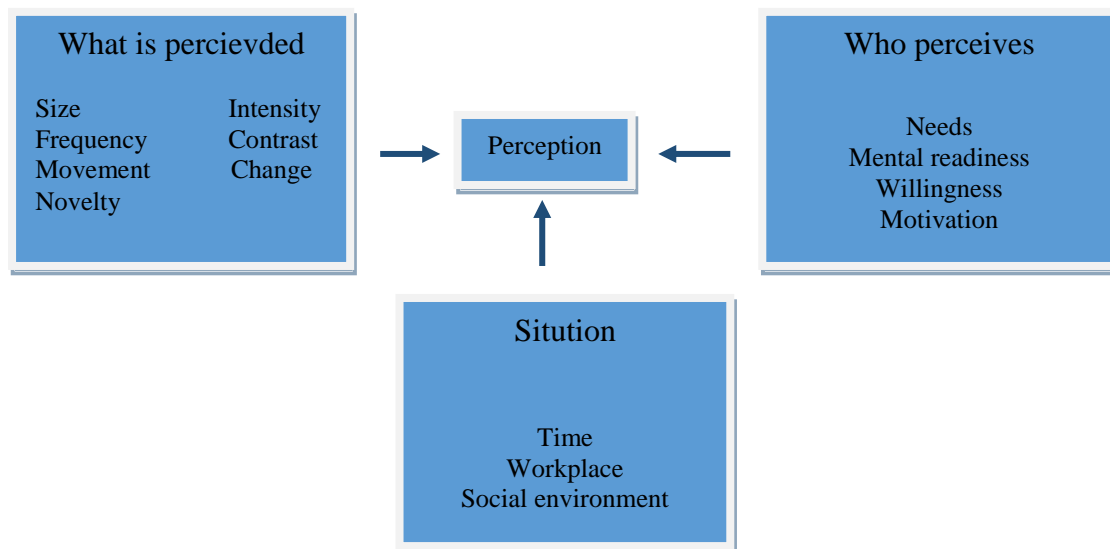


Figure 1: factors affecting perception (Ghasemi, 2016, p.180)

2-2 Competency

Competency approach is not a new approach in the human resources management. Competency is a very ancient and ingrained topic and in ancient Greek works, Holy Quran, the word of the Imams (AS), literature, philosophers and poets, examples abound. In the late 1960s and early 1970s in the Western countries literature, the so-called was a significant development and became one of the most widely used concepts of educational institutions and accreditation (Feiz, 2010).

Due to ISPI, Competency is a set of knowledge, Skills, and attitudes that enables employees to effectively do tasks as expected job performance standards (hoshyar and Rahimnia, 2012, p.3).

Competency dimensions include:

- ❖ **Technical Competency** (the ability to implement knowledge in practice)
- ❖ **managerial Competency** (ability to apply management techniques, coordination and decision-making)
 - **Decision Making & Problem Solving**
 - **Leadership**
 - **Change Management**
 - **Coaching and Developing Others**
 - **Ambitious**
 - **Creativity**
 - **Interpersonal Relation Ship**
- ❖ **Creative Competency** (the ability to analyze, innovation and finding the best way)
- ❖ **Interpersonal Competency** (ability to manage relationships)
- ❖ **Leadership Competency** (the ability to influence)
 - Recognition
 - Adaptation
 - Communication
 - Leverage (Jafarian, 2013, p. 4).



2-3 Job Satisfaction

Surely, Human resources is the most honorable, important and valuable factor among the factors of production. Human resource involves all staff in the organization, including managers, professionals, experts, employees and workers in different levels of organization.

Job satisfaction is the satisfaction one gains from his work (satisfaction is concept of spiritual joy of satisfying the needs and desires and hopes). Job satisfaction is a set of adaptive and maladaptive emotions that employees feel to their job (Zarandi et al. 2012, p. 3).

Hannah and Fisher are defined job satisfaction as an internal factors and a kind of emotional adjustment to jobs and employment conditions. This means that if job, meet good fun for the person, he is satisfied with his job.

Job satisfaction is a complex and multidimensional concept and Is associated to psychological, physical and social factors. Job satisfaction has not only a factor, But also a certain combination of different factors cause that worker feel satisfied with his job in a certain moment of time and enjoys it (Mohammadzade, 2015, p. 2).

Locke (2012): Job satisfaction is a positive emotional and enjoyable state a person feels their job.

Yang (2010): Job satisfaction is an essential element of mental health and general well-being of employees.

Armstrong (2006): The term job satisfactions refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (AZIRI, 2011, p5).

According to Özpehlivana and Acar Job satisfaction dimensions are:

- ❖ **Pay satisfaction:** some of issues that are important to payment are as below:
 - On-time payment
 - fair pay to workload
 - pay without discrimination
- ❖ **satisfaction of coworkers:** Coworkers and formal and informal relationship has a significant effect on one's job satisfaction; In order to assess this factor, the following aspects are predictable:
 - satisfaction of informal relations and friendship workplace
 - satisfaction of formal relations and reporting
 - satisfaction of Competency of the team member
- ❖ **satisfaction of workspace:** this factors refers to situation that person practice on that situation, the following aspects are predictable:
 - Job amenities
 - The possibility of achieving goals
 - Amount of interest in the work environment
- ❖ **Satisfaction of job promotions:** one of the most important factors affecting job satisfaction is the expected future of position in organization chart and in terms of scientific Competency. He also compares this future with other people. As a result, for this factor, following dimensions is considered:
 - satisfaction of predictable improvement of the position
 - satisfaction of predictable improvement in terms of Competency and social status
 - satisfaction of predictable improvement compared with others
- ❖ **Satisfaction of the external environment:** external environment is last dimension of job satisfaction that refers to job position of person compare to external environment and

evaluates one's satisfaction of being in external environment. In the other hand, it refers to satisfaction of communication to other organizations and institutions.

According to research goals and variables, conceptual model presented as follow:

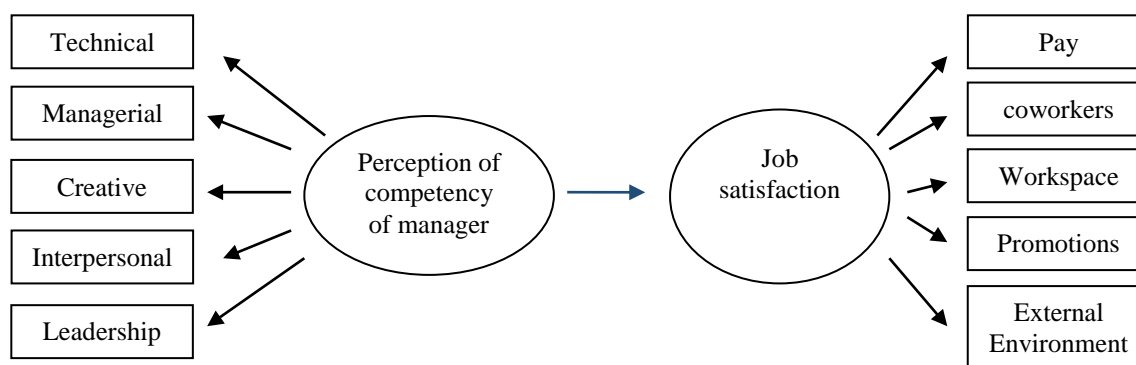


Figure 2: Conceptual Model (Sandvich, 1993; Özpehlivana and Acar, 2015)

2-4 Empirical Studies

Sepahvand et al. (2014) has done research entitled "Evaluating effect of competency of management on job satisfaction and organizational commitment of faculty member and employees of khoramabad University". The results shows that manager's competency affects positively job satisfaction and organizational commitment. In addition, the results shows that all dimensions of faculty members have better job satisfaction rate compare to university employees (Sepahvand et al., 2014).

Cetin et al. has done research entitled "effects of leadership style and communicational competency on job satisfaction of bank managers". The results show that leadership style and communicational competency have significant relation to job satisfaction (cetin et al. 2012).

3- Methodology

On the basis of goals, this research is practical, and designed to find a significant relationship between job satisfaction and perceived competency of managers. For implementing this research, structural equation model is used. Questionnaire made by researcher has been used for data gathering. Competency questionnaire includes 5 factors and 20 questions and job satisfaction questionnaire includes 5 factors and 15 questions. Reliability of questionnaire was assessed by Cronbach's alpha value. The result 72 percent were obtained for competency questionnaire and the result 68 percent were obtained for job satisfaction questionnaire, then questionnaire were approved. After removing ambiguities Construct validity were obtained by approve of supervisor. It is important to note that chi-square and t-test is used to data analyzing.

In this study, the relationship between the dependent and independent variables has been modeled by structural equation model and LISREL 9.3 has been used for testing model.

Structural equation modeling is a multivariate statistical analysis technique that is used to analyze structural relationships. This technique is the combination of factor analysis and multiple regression

analysis, and it is used to analyze the structural relationship between measured variables and latent constructs. This method is preferred by the researcher because it estimates the multiple and interrelated dependence in a single analysis. In this analysis, two types of variables are used endogenous variables and exogenous variables. Endogenous variables are equivalent to dependent variables and are equal to the independent variable.

The study population is JAME POOSH ARA, Iran's largest sports apparel factory. The company operates in Tehran, Iran. The number of samples was determined 220 employee according to Cochran formula.

Research hypothesis: "employee perception of managers competency have effect on job satisfaction".

4- Hypothesis testing

Since the managers' competency and job satisfaction consist of a number of other latent variables, Mean responses to the items of each variable were calculated and used as observed variable in the final model. The final model is presented in the figure below. This model has been constructed based on the outcome of LISREL software.

Structural equation modeling was performed to test and results are presented in the Figure 3:

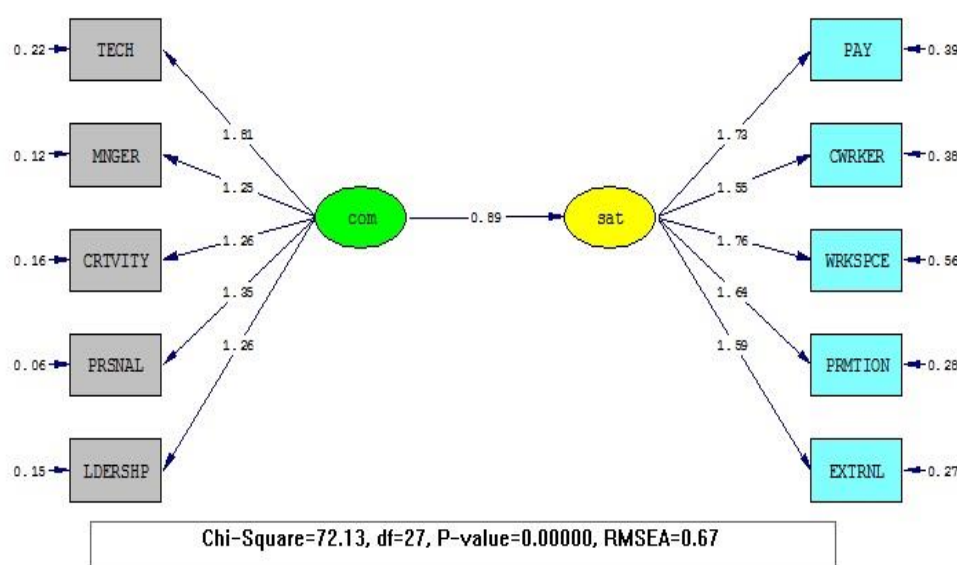


Figure 3: Structural Equation Model

As presented in figure 3, Chi-square coefficient was obtained 72.13 and degree of freedom is 27. So proportion chi-square to degree freedom is 2.67 and the hypothesis is confirmed because it is under 3. T-value obtained 4.87 and shows significant relationship between manager's competency and job satisfaction. RMSEA were obtained 0.67 that shows the relationship is good.

Other dimension of structural equation model are presented in table 1:

Table 1: Supporting Standards Model

Dimension	Area approved	Results
Chi-square/degree freedom	<3	2.67
RMSEA	<0.9	0.67
GFI	>0.9	0/92
AGFI	>0.9	0/9
IFI	>0.9	0/977
CFI	>0.9	0/977
NFI	>0.9	0/97
NNFI	>0.9	0/961
RFI	>0.9	0/95

According to table 1, Estimated Non-centrality Parameter (NCP) is 98.25; Normed Fit Index (NFI) is 0.970; Non-Normed Fit Index (NNFI) is 0.961; Comparative Fit Index (CFI) is 0.977; Incremental Fit Index (IFI) is 0.977; Relative Fit Index (RFI) is 0.95. So we can argue that the model is approved and perceptions of competency of managers has a significant positive impact on job satisfaction.

5- Conclusion

Approving the hypothesis shows that perception of Managers competency has a significant effect on employee's job satisfaction. It is worth noting that questionnaire has been Distributed to employees of one company and gathered opinion of all sample against one manager because of goal to recognize variation of perception of those employees.

This means that different opinion about competency of manager was gathered and finally job satisfaction of them was questioned to obtain relation of those two variable.

According to results, it should be said that one strategy that HRM must follow to promote job satisfaction, is to recognize perception of employees against their managers competency and then to improve this perception. It means that they should obtain factors of affecting perception of Managers competency and promote them. This can be future study opportunity for Enthusiastic students.

One of the most important Restrictions of research is that employees were questioned against CEO and intervals and distance of employees from CEO are different. This difference leads some staff with more distance to have Perceptual errors against others. We can suggest future study without this weakness.

References

- Aziri, Brikend (2011); JOB SATISFACTION: A LITERATURE REVIEW; MANAGEMENT RESEARCH AND PRACTICE VOL. 3 ISSUE 4 (2011) PP: 77-86.
- Bagheri, G., Zarei, R. & Nik Aeen, M. (2012). Organizational Silence (Basic Concepts and Its Development Factors). *Ideal Type of Management*, 1(1): 47-58.
- Cetin, Munevver; Karabay, Melisa Erdilek; Efe, Mehmet Naci; The Effects of Leadership Styles and the Communication Competency Of Bank Managers on Employees Job Satisfaction: The Case of Turkish Banks, *Social and Behavioral Sciences* 58 (2012) 227 – 235.



27th July 2017
 Tehran - IRAN

Feiz, davood (2010); Professional Competency Model Graduate School of Engineering Higher education Iran case study: graduates of Sharif University of Technology, Iranian Journal of Engineering Education, Volume: 12, Issue: 46.

Farahi, Borzo; Mahdavi, moosa; Abbasi, Mosayeb; factors affecting job satisfaction and job dissatisfaction, journal of HRM studies of Emam Hossein University, (2010), 2th year, number 3, page 101-120.

Ghasemi, Behrooz (2016); organizational behavior management, 5th Edition, Tehran, Iran.

Greenberg, Jerald, and Robert A. Baron. 2000. Behavior in organizations: understanding and managing the human side of work. Upper Saddle River, NJ: Prentice Hall.

Hasan, Darvish (2007); Factors affecting job satisfaction, Iranian Journal of Management Culture, 5th year, number 16,

Hajikarimi, Abbas; Rezaian, Ali; Hadizade, Akram; designing competency model of HRM managers of Iranian government, public management vision, (2009), number 8, p 23-43.

Hoshyar, Vajihe and Rahimnia, Fariborz (2013); Presenting Competency Model of Branch Managers in Banks, Iranian Journal of Management Development and Transformation, Number 13, p55-68.

Irvani, Mahmood and Khodapanahi, Mohammadkarim (2016); Psychology Sensation and Perception, 20th Edition, samt publisher.

Jafarian, Morteza (2013), Developing Project management competencies assessment model at the Iranian National Oil Company, Master's thesis, Tarbiat Modarres University.

Koenigsfeld, Jason; Kim, SeungHyun; Cha, JaeMin; Perdue, Joe; Cichy, Ronald; Developing a competency model for private club managers; International Journal of Hospitality Management 31 (2012) 633–641.

Mohammadzade, Zeinab (2015); Employee Job satisfaction; The first international conference on economics, management, accounting, social sciences in Iran, 2015.

Özpehlivana, Murat; Acar, Zafer; Assessment of a Multidimensional Job Satisfaction Instrument; Procedia - Social and Behavioral Sciences 210 (2015) 283 – 290.

Robbins, organizational behavior, 1999.

Sepahvand, Reza and Sharitnezhad, Ali (2014); The effect of managerial competency on job satisfaction and organizational commitment of the faculty and staff of the University of Khorramabad.

Wagner, M.D. (2000), "Managing Employee Satisfaction", Human Relations.

Westman, M. (2003), "Measurement of Job Satisfaction", Personal.

Wittz, (1996), "Burnout & Organization Commitment", Personnel Management Journal.

Zarandi, Hossein; Tondnevis, Fereydon; Naderi, Maryam (2012); The relationship between perceptions of organizational justice and job satisfaction and organizational commitment of experts of Islamic Republic of Iran Physical Education Organization, Journal of Research in Sport Management and kinematic behavior, 3th year, Number 15.

Zarei, Hasan; Rahmati, Mohammadhossein; Moosavi, Mohammadmahdi; designing competency model in cultural organizations, Journal of government agencies Management, (2014) 2th year, number 8.