The Effect of Human Resource Maintenance Strategies on Job Satisfaction of the Employees, Case Study: Social Security Branches of Ahwaz

Mehdi Jalali*

Master of Executive Management, Faculty of Humanities, Ahvaz Branch, Islamic Azad University, Ahvaz, Iran & Financial Management of Social Security of Ahvaz, Iran
*E-mail: mehdijalali272@gmail.com

Abstract

Manpower is the most valuable organizational resource and the growth and development of organizations and subsequently society depends on the proper use of manpower. Therefore, the more qualified staff organization can attract and be able to maintain and use them properly; it will be more successful in achieving its objectives. The present study is an applied research in terms of objective and a descriptive survey in nature. The study population consisted of six branches of social security organization of Ahwaz. The main data collection tool is the standard questionnaire of Moghimim distributed by simple stratified sampling method among employees. The sample determined 201 individuals using Kerjcie and Morgan's table, and the reliability was calculated and approved using Cronbach's alpha. In this study, there is a main hypothesis and three sub-hypotheses collected for data analysis. SPSS software was used for data analysis, and Kolmogorov-Smirnov test for the normality of the data. Finally, it was found that there is a significant relationship between manpower maintenance strategies and job satisfaction of the employees at the confidence level of 95%.

Keywords: Job satisfaction, human resource management, human resources maintenance strategies, facilities

Introduction

The world today is facing cataclysmic and frequent changes; the changes that create new knowledge and requirements. The requirements, on the one hand, contribute to the welfare of societies and the other hand increase the problems. These developments increasingly impose heavier burden and responsibilities on social institutions and organizations. One of these organizations is social security organization that is the depository for insured people's savings across the country. Social security organization operates as the most important insurance system in the country with the different levels of management. One of the most important elements to preserve the deposits of people and properly use these assets for providing the future and suitable welfare facilities is manpower. So that, the investment on resources is made by applying the thought, proper use of resources and appropriate decision-making in order to increase efficiency (Baron and Chris, 1999). The preliminary studies to measure job satisfaction showed a close relationship between human resources maintenance plans and strategies and job satisfaction of Social Security Organization's employees. In this study, we intend to investigate the effect of the human resources maintenance system and three important strategies to maintain human resources, i.e. "health and safety", "pension insurance" and "facilities" on job satisfaction of the employees working in social security branches of Ahwaz.

Statement of problem

Undoubtedly, today's world is the world of organizations and the success of every organization strongly depends on their spirit, effort, motivation and human resources. Human resources must be incentive and also be properly motivated to behave desirably and appropriately in

line with the organizational goals; it is not achieved unless through studying the behaviors, the reasons for tendency and motivation and satisfaction of the employees in order to direct them to achieve organizational goals, timely use of them by competent and qualified managers aiming to achieve an appropriate and desirable environment, identifying the factors of satisfaction and reasons for dissatisfaction and assessment of their job satisfaction as a key measure for the purposes mentioned above (Mirsepassi, 2003, p. 333).

Fisher and Haana consider job satisfaction as an internal factor and know it as a kind of emotional adaptation with job and employment conditions; meaning that if the job provides desired joy for the person, he/she will be satisfied with the job; otherwise, if the job gives no satisfaction to the person, he/she doesn't enjoy the job and intend to change it. According to Hoppock, job satisfaction is a complicated and multidimensional concept that is related to psychological, physical and social factors. Job satisfaction is not made by one factor, but also a certain combination of several factors makes the worker to be satisfied with the job at a certain moment of time and tell himself that I am satisfied and enjoyed it. Human resources maintenance system includes numerous factors that can be generally divided into two categories: those factors which pay more attention to maintain and strengthen the employees physically such as health and safety of workplace, doing sports and fitness programs and some other personnel services, and those factors strengthening the morale and interest of staff to the job and work environment, such as job security, providing the life at the present, old age and disability, job satisfaction and other similar cases.

Talking about the preservation of body and spirit separately does not mean that they are actually separate from each other, and for example, providing health in the workplace has no impact on the spirit and satisfaction of the employees, or performing safety measures, if they are disagreed by the staff at the beginning, they will not finally create the peace of mind and reduce anxiety, but also these two dimensions directly and indirectly influence each other and they are almost inseparable (Mirsepassi, 2003, p. 290). Strengthening the employees' is possible by two ways. One way is mainly financial and refers to the provision of welfare requirements, while the other way is through strengthening the positive social and moral values of the employees by which spiritual aspect of correct leadership styles is achieved (Mirsepassi, 2003.310).

Human resources maintenance strategies, which are defined in the form of human resources maintenance system for the organization, include several dimensions that can be divided into general categories. The first category includes those factors which pay more attention to maintain and strengthen the employees physically such as health and safety of workplace, doing sports and fitness programs and some other personnel services. And, the second category includes the factors strengthening the morale and interest of staff to the job and work environment, such as job security, providing the life at the present, old age and disability, job satisfaction and other similar cases. In this study, human resources maintenance strategies are divided into the following three sections: strategies for health and safety of employees, strategies for pension insurance, and strategies related to employees' welfare facilities. Strategies for health and safety of employees include serious research and measures in the field of workplace health and safety which is a phenomenon related to the industrial revolution in the world. The actions associated with these strategies can be categorized in two major headings: preventive measures which usually include two sets of measures in the field of health and physical education, and actions and treatment services and also reducing the risks of accidents and increased safety. Strategies for pension insurance, including insurance and retirement programs to create economic security and provide living costs of the employee and his family at the time of unemployment, sickness, disability and old age and finally death, are developed and implemented. Finally, strategies related to employees' welfare facilities include welfare programs to create appropriate opportunities for refreshment from the job and activity and also creating

friendship spirit among the employees and their families. The main condition for the successful implementation of such programs is to observe the principles of common and interactive responsibility.

Beomchol Peter Kim, Suzanne K. Murman, and Gyumin Lee (2012), members of the Virginia Polytechnic Institute and State University of the United States, presented an article entitled "adjusting the effect of gender and organizational level between the role of stress and job satisfaction of employees working at hotel in the Republic of Korea". The survey was carried out on effective actions on job satisfaction and issues involved in creation of stress (such as role conflict and ambiguity). In this study, the major causes of stress (role conflict and ambiguity) and their effect on job satisfaction were tested under two distinct hypotheses. The negative effect of both factors on job satisfaction was approved after investigations and statistical calculations. It means that the data collected showed the negative effect of job conflict on job satisfaction, and job ambiguity has also negative effect on job satisfaction of the employee working at hotel. Finally, stress, as the most important factor, has an important role in job satisfaction.

Anna Saiti and Konstantinos Fassoulis (2012) presented an article entitled "job satisfaction and factor analysis of the perception of primary schools' managers in Greece". The objective of this study was to determine the factors affecting the increase in the level of job level and job satisfaction of schools' teachers and managers. The results led to the implementation of policies and techniques needed for improving this issue. The results showed that 33.27% of respondents consider the role of top leaders of school, name of school, reward and recognizing the efforts of managers as important factors in job satisfaction. Also, name of school (where they are working) plays an important role in job satisfaction of primary school teachers rather than other factors.

Tara Bopp (2012), presented a paper entitled "Strategic Management and job satisfaction and the effects of agency level at central government". This study argues that the agencies should increase job satisfaction of the manpower by strategic management and planning instead of investigating the performance of the government and its behavioral outcomes.

Research Hypotheses

H1: There is a significant relationship between human resources maintenance strategies and job satisfaction of the employees working in six branches of social security organization of Ahwaz.

H2: There is a significant relationship between the strategy for workplace Health and safety and job satisfaction of the employees working in six branches of social security organization of Ahwaz.

H3: There is a significant relationship between the strategy for insurance and pension services and job satisfaction of the employees working in six branches of social security organization of Ahwaz.

H4: There is a significant relationship between the strategy for welfare facilities and job satisfaction of the employees working in six branches of social security organization of Ahwaz.

Research Methodology

This study investigates the effect of human resources maintenance strategies on job satisfaction of Social Security Organization's employees. Regarding data collection, the study is descriptive-survey, and in terms of objective, it is an applied research. Applied researches aim at the development of applied knowledge in a particular field. In other words, applied researches are directed to the scientific application of knowledge (Bazargan, 2002,79).

The population and sample size

The population consists of all official, contractual, and experimental employees, employees working at six branches of social security organizations of Ahwaz during 2012 and 2012, who have high school diploma and higher levels. In general, this organization has two major parts of Insurance and Treatment. Insurance section includes General Department of Social Security Organization with subsidiaries and branches. And Treatment section includes Treatment Administration of Social Security Organization with medical centers. The present study is carried out only in Insurance section. It should be noted that Khuzestan province ranks second in the country in terms of the number of insured persons covered by Social Security Organization.

According to Morgan table, the intended sample size is calculated according to the formula used to estimate the sample size for proportions by Kerjersy and Morgan

$$S = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2}$$

S = number of samples required, N = total number of population, P = proportion of the population that is considered 0.5 in this table, d = proportion accuracy than has been assumed to be 0.05, and X2= a value obtained from chi-square table with a degree of freedom at the level of 95% (the amount is 3.841), which ultimately was determined 201 people.

$$n_{i=n\frac{N_i}{N}}$$

Where N is the total number of the population; i.e. total of six branches that is 417 people. n is total sample size that is 201 based on Morgan table. Ni is the volume of each category (total number of personnel at each branch).

Data collection and analysis method

Questionnaire is the main tool in this study to collect the data required. The questionnaire has been designed based on theoretical studies performed in conceptual model and also by the consultation of advisor and supervisor professors. It consisted of 31 questions and distributed publicly among the sample. Job satisfaction questions include 13 questions from 19 to 31, and specialized questions of human resources maintenance strategies contain 18 questions. The questions 1 to 11 are related to welfare facilities strategy that consisted of seven strategies, the questions 12 to 16 are related to health and safety at workplace that consisted of two strategies, and the questions 17 to 18 are related to pension insurance strategy that includes two strategies. The questionnaire has used Likert scale for the answers ranging from "Strongly agree = 5" to "Strongly disagree= 1". By the help of Likert scale, respondents can express their attitude and belief on a phenomenon or topic by choosing the relevant item. Therefore, the researcher will be able to find out the attitudes of respondents. In order to calculate Cronbach's alpha coefficient, at first we have to calculate the variance of each subset of questionnaire and the total variance and then calculate the alpha coefficient using the following formula:

$$r_\alpha = \left(\frac{\sum_{j=1}^n S_j^2}{S^2}\right)\frac{J}{J - 1}$$

Where:

J = number of the subsets of the questionnaire, $sj2$=variance of Jth subset, S2 = total variance of the questionnaire or test. Cronbach's alpha has been used to measure the reliability of the method through SPSS18. Using the data obtained from this questionnaire and by the help of SPSS software, the reliability of questionnaire was determined according to the following table. Table (1) shows total validity of the questionnaire. Cronbach's alpha was obtained 0.811.

Table 1: Validity and reliability of the questionnaire

Number	Cronbach's alpha
31	0.811

Hypotheses test

Normality of the respondents' opinions distribution (normality of the data)

Kolmogorov-Smirnov test is used to examine the normality of each variable. In this test, we are intended to prove one of the following hypotheses.

H0 = Research variables are normally distributed.

H1 = Research variables are not normally distributed.

Table 2: The normality of the data

Variables	Kolmogorov-Smirnov (Z)	Significance level	Normality	Type of test
Workplace health and safety strategy	0/729	0/663	normal *	Parametric
Pension insurance strategy	0/686	0/734	normal *	Parametric
Welfare facilities strategy	0/82	0/512	normal *	Parametric
Human resource maintenance strategies	0/637	0/812	normal *	Parametric
Job satisfaction	0/88	0/562	normal *	Parametric

All levels of significance at the above table are greater than 0.05 reflecting that the normal distribution assumption is not rejected and parametric test can be used to evaluate the data.

Main research hypothesis

There is a significant relationship between human resources maintenance strategies and job satisfaction of the employees working in six branches of social security organization of Ahwaz.

Statistically, the main hypothesis can be expressed as follows:

H0: There is no relationship between human resources maintenance strategies and job satisfaction of social security organization's employees.

H1. There is a linear relationship between human resources maintenance strategies and job satisfaction of social security organization's employees.

$H\_0: \rho = 0$

$H\_1: \rho \neq 0$

According to the normality of the data, Pearson correlation coefficient was used to investigate this hypothesis. The test results are in Table 3.

Table 3: The results of Pearson correlation test between job satisfaction and human resources maintenance strategies

		Human resources maintenance strategies	Job satisfaction
Human resources maintenance strategies	Pearson correlation coefficient	1	0/472**
	Significance level	0	0/000
	Number	201	201
Job satisfaction	Pearson correlation coefficient	0/472**	1
	Significance level	0/000	.
	Number	201	201

**. Correlation is significant at the 0.05 level (2-tailed).

The table shows that the Pearson correlation coefficient (r), which is an appropriate estimate for (ρ), is (0.472). It is observed that based on the significance level, Pearson test that is less than 0.05 rejected H0 and confirmed the claim on a significant relationship between job satisfaction and human resources maintenance strategies; so the main research hypothesis is accepted.

Sub-hypotheses test

First sub-hypothesis test: There is a significant relationship between the strategy for health and safety at workplace and job satisfaction of the employees of social security organizations of Ahwaz.

H0: There is no relationship between strategy for health and safety at workplace and job satisfaction of social security organization's employees.

H1. There is a linear relationship between strategy for health and safety at workplace and job satisfaction of social security organization's employees.

$H\_0: \rho = 0$

$H\_1: \rho \neq 0$

According to the normality of the data, Pearson correlation coefficient was used to investigate this hypothesis. The test results are in Table 4.

Table 4: The results of Pearson correlation test between job satisfaction and strategy for health and safety at workplace

		Strategy for health and safety at workplace	Job satisfaction
Strategy for health and safety at workplace	Pearson correlation coefficient	1	0/025
	Significance level	0	0/721
	Number	201	201
Job satisfaction	Pearson correlation coefficient	0/025	1
	Significance level	0/721	.
	Number	201	201

**. Correlation is significant at the 0.05 level (2-tailed).

The table shows that the Pearson correlation coefficient (r), which is an appropriate estimate for (ρ), is (0.025). It is observed that based on the significance level, Pearson test that is less than 0.05 doesn't reject H0 and didn't confirmed the claim on a significant relationship between job satisfaction and Strategy for health and safety at workplace.

Second sub-hypothesis test: There is a significant relationship between the strategy for insurance and pension services and job satisfaction of the employees of social security organizations of Ahwaz.

H0: There is no relationship between strategy for pension insurance and job satisfaction of social security organization's employees.

H1. There is a linear relationship between strategy for pension insurance and job satisfaction of social security organization's employees.

$H\_0: \rho = 0$

$H\_1: \rho \neq 0$

According to the normality of the data, Pearson correlation coefficient was used to investigate this hypothesis. The test results are in Table 5.

Table 5: The results of Pearson correlation test between job satisfaction and strategy for pension insurance

		Strategy for pension insurance	Job satisfaction
Strategy for pension insurance	Pearson correlation coefficient	1	**0/408
	Significance level	.	0/000
	Number	201	201
Job satisfaction	Pearson correlation coefficient	**0/408	1
	Significance level	0/000	.
	Number	201	201

**. Correlation is significant at the 0.05 level (2-tailed).

The table shows that the Pearson correlation coefficient (r), which is an appropriate estimate for (ρ), is (0.408). It is observed that based on the significance level, Pearson test that is less than 0.05 rejects H0 and confirmed the claim on a significant relationship between job satisfaction and Strategy for pension insurance; so the main research hypothesis is accepted.

Third sub-hypothesis test: There is a significant relationship between the strategy for welfare facilities and job satisfaction of the employees of social security organizations of Ahwaz.

H0: There is no relationship between strategy for welfare facilities and job satisfaction of social security organization's employees.

H1. There is a linear relationship between strategy for welfare facilities and job satisfaction of social security organization's employees.

H_0: $\rho = 0$

H_1: $\rho \neq 0$

According to the normality of the data, Pearson correlation coefficient was used to investigate this hypothesis. The test results are in Table 6.

Table 6: The results of Pearson correlation test between job satisfaction and strategy for welfare facilities

		Strategy for welfare facilities	Job satisfaction
Strategy for welfare facilities	Pearson correlation coefficient	1	**0/366
	Significance level	.	0/000
	Number	201	201
Job satisfaction	Pearson correlation coefficient	**0/366	1
	Significance level	0/000	.
	Number	201	201

**. Correlation is significant at the 0.05 level (2-tailed).

The table shows that the Pearson correlation coefficient (r), which is an appropriate estimate for (ρ), is (0.366). It is observed that based on the significance level, Pearson test that is less than 0.05 rejects H0 and confirmed the claim on a significant relationship between job satisfaction and Strategy for welfare facilities.

Model of the study

In this study, based on three variables predicting welfare facilities strategy (x1), workplace health and safety strategy (x2), pension insurance strategy (x3) and the criterion variable of job satisfaction of Social Security Organization's employees (Y), multiple regression model used is as follows:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon$$

Table 7: The results of the regression model coefficients

Model	Variability source	β coefficients	Std. Error	Partial correlation coefficient (Beta)	T-test statistic	Significance level
1	Constant	10/518	3/167		3/321	0/001
	Welfare facilities	0/217	0/77	0/154	2/827	0/005
	Health and safety	0/401	0/164	0/133	2/449	0/015
	Pension insurance	3/176	0/275	0/605	11/534	0/000

Based on β-column of table (7), the output of target data regression model is as follows:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon$$

Retirement (3.176) + Safety and Health (0.401) + facilities (0.217) + 10.518 = job satisfaction

To interpret the relative importance of each variable in the regression model, their variances provided in the third column should be noted. In other words, since health and safety factor is greater than welfare, it is impossible to say which one is more important; because its variance is greater than the variance of welfare. Therefore, standardized regression coefficients provided in the fourth column (Beta) should be used to eliminate the effect of variance. According to the values of the column (Beta), pension insurance has the most important role (Beta =. / 605), after that welfare facilities play an important role (Beta =. / 154) and finally health and safety has the least important in the regression model (Beta =. / 133). This ranking of the independent variables is in line with the results obtained from Pearson correlation coefficients; i.e. the variable with the highest standardized coefficient has higher Pearson correlation coefficient.

Conclusion

Human resource is the most valuable capital of the organizations and a key element of competitive advantage. Therefore, one of the most important tasks and efforts of managers at different organizational levels for maintenance of capable employees is to create job satisfaction and prevent from job dissatisfaction. Accordingly, job satisfaction is effective on the increase of productivity and efficiency in the organization. For this purpose, the main hypothesis of the study implies to the relationship between Human Resources maintenance strategies and Job Satisfaction. According to the results of Pearson correlation test at the significance level of (0.05> 0.000 = P) equals to (0.472), there is a significant relationship between Human Resources maintenance strategies as independent variable and job satisfaction of Social Security Organizations' employees in Ahwaz as the dependent variable. So, H0 hypothesis is rejected and H1 hypothesis is confirmed. According to the correlation coefficient, it can be said that the strength of this relationship is average and the direction is straight, which means that the use of maintenance strategies for retaining human resources affects job satisfaction. The findings of this hypothesis are consistent with the results of researches by Saedi (2008), Chaldean (2009), Riazi and Mahdavi (2010), Rahmanpour (2006), Ahmadi (2002), Shahrabi (2009), Jahangiri and Mehrali (2008), Yazdani (2010), Lavelromirois (1977). The first sub-hypothesis implies to the relationship between strategy for "Health and safety at workplace" and job satisfaction of employees. Based on the results of Pearson correlation test at

the significance level of $(0.05 < 0.721 = P)$ equals to (0.472), there is no relationship between strategy for Health and safety at workplace as independent variable and job satisfaction of Social Security Organizations' employees in Ahwaz as the dependent variable. So H0 hypothesis is rejected and H1 hypothesis is not confirmed. According to the correlation coefficient, there is not a linear relationship between strategy for Health and safety at workplace as independent variable and job satisfaction and the strength of this relationship is close to zero, which means that the use of Health and safety at workplace doesn't lead to job satisfaction. The findings of this hypothesis are consistent with the results of researches by Heydari and Sabet (2005), Ghazizadeh and Rezaei (2011), Beyg Mohammadlou (2009), Robert House (1981), Karim Nasr Abadi (2004), Qare-Jae (2002), Wahhabi (2006). The second sub-hypothesis implies to the relationship between strategy for "pension insurance" and Job Satisfaction. According to the results of Pearson correlation test at the significance level of $(0.05 > 0.000 = P)$ equals to (0.408), there is a significant relationship between strategy for "pension insurance" as independent variable and job satisfaction of Social Security Organizations' employees in Ahwaz as the dependent variable. So, H0 hypothesis is rejected and H_1 hypothesis is confirmed. According to the correlation coefficient, it can be said that the strength of this relationship is average and the direction is straight, which means that the use of pension insurance strategy for retaining human resources affects job satisfaction. The findings of this hypothesis are consistent with the results of researches by Riazi and Mahdavi (2010), Beyg Mohammadlou (2009), Mohammadi (1999). Finally, the third sub-hypothesis implies to the relationship between strategy for "welfare facilities" and Job Satisfaction. According to the results of Pearson correlation test at the significance level of $(0.05 > 0.000 = P)$ equals to (0.366), there is a significant relationship between strategy for "welfare facilities" as independent variable and job satisfaction of Social Security Organizations' employees in Ahwaz as the dependent variable. So, H0 hypothesis is rejected and H1 hypothesis is confirmed. According to the correlation coefficient, it can be said that the strength of this relationship is average and the direction is straight, which means that the use of welfare facilities strategy for retaining human resources affects job satisfaction. The findings of this hypothesis are consistent with the results of researches by Riazi and Mahdavi (2010), Khalil Zadeh (2009), Bastani Moghadam (2006), Majidi (2010), Tara Bopp (2012).

References

Bopp, T. (2012). Strategic management and job satisfaction: Agency-level effect in the federal government, University of Kentucky, Martin School of Policy and Administration

Ghazizadeh, M., Imami, C., & Karimi Khosravi, H., (2009). Factors affecting on the organizational sustainability of human resources, Scientific -Research Journal of Shahed and Allameh Tabatabai Universities, 15 (29), 98-76.

Hersey & Blanchard, K. (2006). Management of organizational behavior and human resources applications, (Trans: A.Alagheband). Tehran: Amir Kabir Publication.

Khalil Zadeh, N. (2009). Factors affecting job satisfaction of PNU University of Urmia. Master's thesis, Education Sciences Faculty of Urmia University.

Majidi, A. (2011). The role of welfare services in maintenance of human resources with an emphasis on human differences. Journal of Human Resources, 19 (5), 150-133

Mirsepassi, N. (2010). Strategic Human Resource Management and Labor Relations with a look at the globalization process. Twenty-first edition, Tehran: Mir Publication.

Mohammadi, A., & Varzeshkar, A. (2008). Introduction of Human Resource Management model for research in a military organization, Journal of Human Resource Management, University of Imam Hussein (AS), 1 (1), 78-51.

Riazi, M., & Mahdavi Izadi, D. (2010). Evaluation of attraction and maintenance system of manpower in social security organization, experts of Planning and Economic Office of Social Security Organization, Journal of Management, 19 (1), 118-92.

Saiti A, & Fassoulis K. (2012). Job satisfaction: Factor analysis of Greek primary school principals' perception, International Journal of Education Management, 26 (4),370-380.

Sharifi, T. (2011). The effect of organizational communications on job satisfaction and organizational commitment for ambulance services and also the mediating role of the satisfaction of communication, Master's thesis, Department of Management Accounting of Allameh Tabatabai University.