

Job Satisfaction against Individual Performance in Government Institutions of Santo Domingo, Ecuador

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Abstract

Identification, through experimental means, the key variables that influence job satisfaction, for measurement and improvement in the Decentralized autonomous municipal government of Santo Domingo, to help raise individual performance is the purpose of this investigation. To fulfill this objective, a specific methodology that was implemented in the areas of administrative management and sanitation and environmental management of the entity under study was developed; the current status of job satisfaction in these areas was diagnosed; and gaps were determined, from which improvement strategies to be followed by the organization were laid. With the completion of the investigation they were obtained as main results the development of specific methodology for evaluating and improving job satisfaction, making it possible to adapt to the characteristics of existing organizations; defining the essential dimensions and variables to consider, as well as the design and validation of instruments and techniques for measuring job satisfaction.

Keywords: Human talent management, individual performance, job satisfaction.

JEL Classification: J24, M51 y M54.

1. Introduction

Early theories about the relationship between satisfaction and performance are summarized, in essence, in the statement that a happy worker is a productive worker; job satisfaction improves overall organizational productivity and reduce job burnout (Atalaya Pisco, 1999; Robbins & Judge, 2013). If there is job dissatisfaction it is possible that is having a negative influence on the image of the company and the quality of its products and services, and thereby reduce levels of productivity and quality, slowing growth and development of the organization (Chiang Vega, Salazar Botello, Huerta Rivera, & Núñez Party, 2008; Pérez Vera & De la Garza Carranza, 2007; Salgado, Remeseiro, & Iglesias, 1996; Sanin Posada & Salanova Soria, 2014).

The term "wear the shirt" may sound a bit colloquial, but the reality is that in the field of organizational psychology, this close link between a member and his company has been the subject of thorough analysis since the mid-eighties. The search for indicators that can predict with a good chance satisfactory job performance of an employee is, has been, and will be, one of the main lines of research. From a business perspective, this search becomes the goal of every manager: his collaborators give everything for the company (Cuesta Santos, 2010; Sánchez Rodríguez, 2013). In the particular case of the Autonomous Decentralized Government (GAD) Municipal de Santo Domingo, this context is no stranger to its operation, so an issue that has been frequently questioned is the climate and job satisfaction; whose dimensions inherent concepts and explain their relevance and are vital for a company of such prestige. With all this the idea that organizations are required to ensure that their workers are increasingly skilled and satisfied with their work, this being crucial to improving results is reaffirmed.

Hence arising as problematic to resolve the contradiction between the need to identify, measure and improve job satisfaction in organizations as well as non-existence, at least explicitly, approaches that allow their managers making effective decisions in this regard.

2. Methodology

From the study of the art and practice on this subject the importance of measurement and continuous improvement of job satisfaction in organizations is recognized, being a current trend of human talent management and the need for a base methodology for application (Bória-Revertera, Crespi-Vallbonaa, & Mask-Miró, 2012; González Santa Cruz, 2011; Rico Belda, 2012; Sánchez Sello, Sánchez Sello, Cruz González, & Sánchez-Sello, 2014; Sanin & Salanova, 2014). The proposed procedure is based on the various existing approaches to the subject, in addition to following the existing methodologies of organizational change processes as well as continuous improvement, taking as its starting point the model of the five motivators (López Rodríguez, 1994; Pacheco Espejel & ÁlvarezLópez, 1994), the model and procedures for measuring and improving customer satisfaction (Álvarez López, 2001; Álvarez Santos, 2012; Baby Moreno & Londoño Jaramillo, 2005; García & Biencinto, 2012; Noda Hernández, 2004).

This tool includes aspects that have been developed by various authors, including highlighting the contributions made for the evaluation of job satisfaction (Álvarez Santos, 2012; Pérez Ciordia, Guillén Grima, Brugos Larumbe, Aguinaga Ontoso, & FernándezMartínez, 2012), the proposed methodology for calculating the index of customer satisfaction (García Fernández, Cepeda Carrión, & Martín Ruiz, 2012; Monfort Barboza, Defante, Lima Filho, & Mantovani, 2013; Moreno Hidalgo, 2013; Noda Hernández, 2004) as well as some techniques used for determining the level of competence of experts (García Valdés & Suárez Marín, 2012; Sánchez Rodríguez, 2013). The procedure responds to a set of principles, among which are: logical consistency, parsimony, flexibility, continuous improvement, significance and perspective. The aim of the procedure is to have a useful tool for decision making, which should be enriched with feedback resulting from its application and character of application should be cyclic, so to assess and conforms to the stage changing your application for monitoring and control of the variables studied and improved each in organizations, thus contributing to improve the individual performance of each employee and the results of the organization.

3. Results

To carry out the evaluation of the factors affecting job satisfaction in the municipal GAD of Santo Domingo, was then proceeded to apply for the first time, the procedure proposed in selected areas of the object of practical study.

Stage I. Initial preparation - After initial meetings with managers and employees of the organization to propose the objectives of the study, explained the procedure and techniques to use. Training activities planned for the working group and other participants were developed. As a result of this stage a favorable commitment and collaboration of managers and involved workers in the study, according to the understanding of its role and a favorable exchange of expectations and a good level of information and knowledge at all levels was achieved the subject as well as the roles, procedures and techniques to be used.

Stage II. Diagnosis of job satisfaction - Corresponding to the provisions of the procedure, at this stage an environmental characterization was performed, threats and opportunities, and an internal analysis of the organization, its results, strengths, and weaknesses, thereby seeking the interrelationships with job satisfaction in general.

The municipality of Santo Domingo is a government entity that manages sectional canton autonomously the central government. In the organizational structure of the municipal GAD of Santo Domingo, the role of the Mayor represents the center of the institutional management. They are subordinate to the mayor coordination's management and institutional strengthening; land use planning, infrastructure and environment; and economic and social inclusion. The main areas of these coordination's in terms of number of workers and the impact on citizenship are: Administrative management and sanitation and environmental management. Administrative management area is responsible for administering and providing the necessary material resources and security services, maintenance and general. In addition, the area of sanitation and environmental management is responsible for contributing to the conservation, preservation, and improvement of the environment and quality of life of the inhabitants of Canton.

When analyzing the behavior of human talent, it is observed that the municipal GAD ended September 2014, with a real template cover 638 employees. In the area of administrative management 301 and in the management of environmental sanitation and a total of 337 workers. The information collected and analyzes conducted in this step, allowing define the opportunities in the environment that influence positively on workers linked to the composition, stability, prestige and results achieved by staff.

Measuring the current state of job satisfaction - prepared following the procedure for the selection of experts, 26 candidates were listed, considering that meet the characteristics established to those who were given a first survey, for determining the coefficient competition. With these results, 15 were selected to have a coefficient greater than or equal to 0.5 competitions. The average ratio was 0.83.

Define the dimensions and essential variables, and design tools and techniques for measuring job satisfaction - The second round of questions was directed to ask the experts listed all dimensions and variables essential for measuring job satisfaction taking into account a comprehensive study of the literature, detailing the most prominent authors analyzed for each dimension.

From the responses of specialists, a table, where test results matching experts are also included was made. In addition the validity of the technique applied coefficient calculated Chi-square was evaluated. With the implementation of the second and third rounds of questions and derivative analysis, they were defined dimensions and essential to be considered for measuring job satisfaction, defined variables as follows: Nature and content of work; Teamwork and managers; Moral and material stimulation; Working conditions; and Welfare conditions. The dimension referring to the effort and the individual results, which was defined above, was necessary to modify by a more understandable term and currently employed, remaining as moral stimulation and material. In essential dimension linked to the **nature and content of work**, they are considered as variables: Variety of skills (Vh), identifying the task (I), and significance of the task (S), autonomy (A), feedback (R). In this dimension the variables that were maintained, but if they had reformulated definitions of these. In essential dimension linked to **teamwork and managers** are considered as variables: cohesion (C), attractive (AT), interpersonal relations (RI), participation (P), and influence of managers (Id). From the analysis, it was considered desirable to eliminate variables: socio psychological climate, variety of skills, identification of the task, task significance, feedback and autonomy, concerning the working group. The variables of interpersonal relationships, participation and influence of managers were added, and the definitions that existed cohesion and attractive changed.

The essential dimensions linked to moral and material stimulation are considered as variables: Sufficiency (Sf), recognition (Rc), bonding (V), perception (P), equity (E). That is why the variables referring to the correspondence and coherence were eliminated, adding a variable associated with recognition. The definitions of the variables of linkage and perception reformulation and renames referred to by the term justness of equity. In essential dimension linked to **working conditions** are considered as variables: Safe (Cg), esthetics (E), hygienic (H), ergonomic (Eg), underwriting (A), in this dimension, likewise, were reformulated the definitions of the variables that were defined and added as new variable respect to underwriting. In essential dimension linked to **welfare conditions** are considered as variables: Board of work and rest (Rtd), services (Sv), attention to life (Av), personal and professional (Spp), job security (Se). As notes that were renamed the regime of work and rest, and services, which changes the definition that existed in previous studies.

In addition, the concepts of life and attention to personal and professional improvement were modified, and the variable refers to the added job security. The preparation of surveys was made taking into account the dimensions and defined variables, and two variants are proposed, option 1 would be expanded, with each of the variables and defined essential dimensions, and a variant 2 for the assessment of dimensions essential. The use of these variants should be associated with the characteristics of the study to be performed, the people that they want to apply and to the type of organization. Option 1 consists of 27 questions, which reflect the essential variables that inquire about the satisfaction of each person about each variable.

In the case of option 2, the survey has 12 questions, 10 of which collected assessments about the essential dimensions, and the last refer the overall employee satisfaction and commitment to the organization. The dimension of groupware and its officers separated into two questions for better analysis, and in the case of the dimension of welfare conditions required for the evaluation of all the variables that compose it, it was not possible to find a single term that unify and allow assess what this is intended.

For the study, areas of Administrative management and Sanitation and environmental management were selected, being these populations under study (638 workers). For this selection the opinion of several leaders who argued that these are the most representative areas of the organization as to the key activities carried out and the impact of their functions and decisions in achieving the mission of the organization was taken into account. The sample was calculated, which resulted in 272 workers surveyed in these areas. So it was planned to survey 43% of workers in administrative areas, covering a total of 130 respondents, and 42% of the areas of sanitation, amounting to

142. Following the procedure developed for validating a sample of 41 workers in the various areas where the study was done it was selected.

With the information obtained data arrays which are then processed using the SPSS statistical software (version 20.0, 2011) and Statistica (version 6.1) they were created. Through a pilot test internal consistency and reliability of the scale was found, employing the Cronbach Alpha coefficient, which was obtained for the two variants of proposals surveys, with rates high reliability for both variants, according research purposes, which are shown in Table 1. In all tests the values achieved are sufficient to demonstrate the reliability and validity of the instrument. Content validity is analyzed from the point of view of the construct using for study analysis of the main components, with the aim of detecting the variables that explain the total variance that occurs in job satisfaction from considering seven axes that explain 72.83% of the total variance. Thus, the first axis is dominated by variables sufficiency, recognition, bonding, equity, service and attention to life, so it may be noted that this axis is characterized primarily by issues related to moral stimulation and material, however the variables services and attention to life, respondents perceive and value their relationship with this axis despite being considered in the study as welfare variables, being a logical result of the close relationship between these and stimulation.

Table 1: Results of the analysis of reliability and validity

| Reliability Analysis | Option 1 | Option 2 |
|-----------------------------------|-----------------|-----------------|
| CronbachAlphacoefficient | 0.906 | 0.864 |
| Validity Analysis | Option 1 | Option 2 |
| Káiser – Meyer –Olkin coefficient | 0.834 | 0.742 |
| Bartlett's test of sphericity | 2156,382*** | 1127,870*** |
| Chi-square approximate | 671.041 | 299.213 |
| Df | 300 | 45 |

Moreover, the second axis is explained by variables cohesion, attractive, safe relationships and where this axis would be associated primarily to the size of the group; meanwhile the third axis is characterized by style, with varying autonomy, participation and influence of managers, where the close relationship that should exist between autonomy (considered a variable nature and content of work) with the participation observed and the role of managers, showing these relationships through the results obtained. In practice, these issues are certain axes (group and style) are merged into a single dimension called groupware and managers. The fourth component is determined by the aesthetic, hygiene, ergonomic and underwriting variables, which are all related to working conditions, while the fifth axis explains the nature dimension and content of work, because it is characterized by the variety of skills, identification of the task, the significance of the task and feedback. The sixth axis variables explains the regime of work and rest, personal and professional development and job security, which all relate to the conditions established welfare. The last of the factors considered explained by perception, which could be conditioned because respondents do not understand the variable and its practical significance. The results obtained confirm that the structuring of the axes on the variables considered, are able to explain the phenomenon in a good degree, so is evidence that job satisfaction can be analyzed from the five established dimensions:

Nature and content of work, teamwork and managers, material and moral stimulation, working conditions and welfare conditions. Similar behavior has for the second variant survey, which is based on the adequacy of these variables to a smaller, more concise format, but equally aims to measure job satisfaction. Moreover, the analysis of criterion validity, for both variants of surveys, depending on the relationship between the results obtained by each of the variables defined and the overall value of job satisfaction, formulated by a single question was performed in the polls. The matrices obtained data were processed using the statistical package Statistical (version 6.1), from the use of Spearman's rank correlation coefficient being significant at the 0.05 level correlation.

The outputs reported for each relationship, demonstrate the link established between the values obtained for each variable and the value of overall satisfaction in both variants of surveys, which allow us to conclude that the instruments designed have criterion validity, from the point of view concurrent. It is concluded that the instruments are designed reliable and valid and can be used to collect information on research and explain the behavior of the variables included in the study. It is set as desired for research reach an index of job satisfaction of workers of 3.75 points for each of the selected areas state, as in the strategic planning of the organization under study raises a target of work to improve levels of job satisfaction and commitment of workers Municipal GAD, where it is stated that 2015 should reach this defined value.

Apply designed instruments and techniques, process the data on the degree of importance and current rating for each of the dimensions and essential variables.- In this task the techniques and tools developed to determine the current state in which workers feel that is job satisfaction in the organization were used.

The two variants of surveys workers in selected areas were applied, being able to process a total of 272 surveys representing 100% of the total intended. Workers who initially were selected to participate in the survey, 15 refused to cooperate and was necessary to include other potential respondents to complete the given sample. To determine the weights of the essential variables related to option 1 of the survey, we used the method of matching Kendall to validate the consistency of the experts and the technique itself, obtaining in the area of administrative management concordance 0.6501, if it is greater than 0.5 it is an average consensus for the purposes of the study. Moreover, in the area of sanitation and environmental management a concordance of 0.7292 was obtained. With the analysis performed shows that the determination of the specific gravities using this method is feasible. In the case of the weights of the essential dimensions that are included in option 2, another survey was used with the method of Triangle Fuller (Noda Hernández, 2004). The use of this technique was validated using the Chi-square test, yielding positive results in this case.

Determination of job satisfaction index (ISL).- From the implementation of the surveys, the information collected and processed this data matrices were developed, both the current rating, and the degree of importance, later to make the index calculations both job satisfaction areas, such as variables and essential dimensions. Data matrices were constructed with the information obtained from the surveys conducted for specific weights and current valuations that workers consider for each of the essential dimensions and variables. After processing of information, in the case of option 1, below the desired state values were obtained; for his part in option 2, it had a similar behavior in proportion, although the values are higher for both areas. The results obtained from the survey (option 1) are shown in Table 2 and then the corresponding analysis of the behavior of the variables analyzed for two selected areas is performed. When comparing the results obtained from the application of both instruments shows that the same are in similar proportion, however the second survey is more sensitive to evaluate the same is a lower proportion of variables. It is therefore that option 2 all values are below the desired state, but corroborates the correspondence in dimensions and variables evaluated unfavorably.

Table 2: Measurement results in both areas as option 1

| Variables | Administrativearea | Sanitationarea |
|--------------------------------|--------------------------|--------------------------|
| | ISL _{Dimension} | ISL _{Dimension} |
| Nature and content of work | 3,69 | 3,92 |
| Teamwork and managers | 3,42 | 3,49 |
| Material and moral stimulation | 3,29 | 2,54 |
| Workingconditions | 3,66 | 3,11 |
| Welfareconditions | 3,04 | 2,94 |
| ISL_{area} | 3,42 | 3,20 |

Moreover, the correspondence was found between the results obtained from each of the variants of surveys, employing a canonical correlation analysis, which concluded that both variants similar results are obtained, and a correlation of 0.988, by which in practical purposes, they can be used either for measuring job satisfaction, taking into the account the characteristics presented by the population and the study objectives you want to perform.

Table 3: Measurement results in the areas according to option 2 of the survey

| Variables | Administrative area | | | Sanitation area | | |
|--|---------------------|-------|-------------------|-----------------|-------|-------------------|
| | Vi | Wi | ISC _{va} | Vi | Wi | ISC _{va} |
| The work done | 4,00 | 0,159 | 0,635 | 4,05 | 0,159 | 0,643 |
| The working group | 3,65 | 0,094 | 0,344 | 3,45 | 0,094 | 0,325 |
| Managers | 3,50 | 0,065 | 0,226 | 3,55 | 0,065 | 0,230 |
| Receiving stimulation | 3,10 | 0,176 | 0,547 | 2,70 | 0,176 | 0,476 |
| Working conditions | 3,80 | 0,153 | 0,581 | 3,45 | 0,153 | 0,528 |
| The regime of work and rest established | 3,25 | 0,018 | 0,057 | 3,35 | 0,018 | 0,059 |
| The services offered | 3,25 | 0,059 | 0,191 | 3,05 | 0,059 | 0,179 |
| The support offered to solve personal problems | 3,10 | 0,041 | 0,128 | 2,95 | 0,041 | 0,121 |
| Overcoming that is offered | 3,25 | 0,012 | 0,038 | 3,10 | 0,012 | 0,036 |
| Job security | 3,10 | 0,224 | 0,693 | 3,30 | 0,224 | 0,738 |
| ISL_{area} | 3,441 | | | 3,336 | | |

Compare diagnostic results with the desired state and determine the factors that inhibit achieving higher levels of job satisfaction.- This task aims to make a comparison between the results of diagnosis for each of the areas with the desired state defined above, in order to determine those elements that hinder the achievement levels of job satisfaction. The analysis is shown below.

In the case of option 1, although the ISL in the area of administrative management is below the desired set state, to conduct an analysis of the results, it is observed that there are dimensions affected as not reach the state desired, which are the moral stimulation and welfare conditions, with rates of 3.29 and 3.04, respectively. This result is mainly given by the values of the variables obtained: sufficiency (0.91), recognition (0.84), bonding (0.33), perception (0.45) and equity (0.76); and on the other hand are the regime of work and rest (0.22), services (0.61), attention to life (0.35), personal and professional improvement (0.95) and job security (0.92).

Generally, the dimensions nature and content of work and working conditions turn out to be the best valued. Meanwhile in the area of sanitation and environmental management, worker satisfactions behave unfavorably, and negatively affect the moral dimension of stimulation and equipment (2.54). They are below the desired state variables: autonomy (1.01), feedback (0.22), attractive (0.74), influence of managers (0.43), adequacy (0.81), recognition (0.71), bonding (0.29), perception (0.29), equity (0.44), aesthetic (0.40), ergonomic (0.84), services (0.69) and attention to life (0.29). Moreover, when analyzing the results obtained by each of the items assessed through the option 2 of the survey shows that the major dissatisfactions are associated mainly in both areas, managers, stimulation moral and material conditions of work and welfare conditions. That is why this variant shown generally, where they are expressed major deficiencies, and also provides a general measure of how the indicator for each of the areas behaves. If you want to deepen poor variables and their causes it would be useful to use the option 1 of the survey.

In exploring the problems, it is concluded that there is a trend to a better assessment by workers carrying as many years in the organization. As part of the study, and in order to achieve a higher level of approach to the causes, we proceeded to conducting interviews support workers and managers of areas where it was found the effectiveness of the surveys, as interviewed they agreed with the results of the same and enriched the study. The analyzes allowed determining and removing the root causes that generate dissatisfaction among workers in the two areas and in specific cases analyzed.

Stage III. Design solution strategies.- At this stage we proceeded to design strategies and actions that are designed to provide solutions to the problems identified in the previous stage. The working group formed in several sessions' strategies and actions to follow, with the aim of resolving the deficiencies that impact negatively on the satisfaction of workers of the organization.

Stage IV. Implementation.- Strategies and planned actions are available to the management of the organization for further implementation.

Stage V. Evaluation and adjustments.- As the first cycle of application of this procedure in the organization under study, is for further implementation evaluation of the effectiveness of measures taken and compared with the analysis in this research, in addition to meeting new factors that could influence job satisfaction.

Checking the relationship between job satisfaction and productivity of labor in the organization studied.— For the empirical testing of these relations longitudinal measurements (over six months of field work) carried out in different areas of the organization under study were considered; allowing have sufficient data that reflects the diversity of situations that characterize this institution. In addition, the results of the two areas studied independently taken into account; and it was considered as an indicator of labor productivity level of individual performance, which is calculated from the results of the implementation of the evaluation model used by the organization. The matrices obtained data were processed using SPSS (SPSS Statistics 23.0 - a, 2014), from the use of Pearson correlation coefficient. In all cases, the linear relationship is a model that fits very highly significantly depending on the values of coefficient of determination and analysis of variance associated with the regression analysis.



Figure 1: Graph of correlation between labor productivity and job satisfaction in the area of Administrative Management

The results of the relationship between job satisfaction the area of Administrative Management and labor productivity are plotted in Figure 1. The effect of satisfaction of this group of workers tends to increase in labor productivity 0.661. Also, job satisfaction in the area Sanitation and Environmental Management influences, such as trend, 0.574 in labor productivity (Figure 2).



Figure 2: Graph of correlation between labor productivity and job satisfaction in the area of Sanitation and Environmental Management

With the results of this study, we show that there is a linear and positive relationship between job satisfaction and productivity. Detailing in these relationships is that job satisfaction has an impact on the assessment of individual performance and organizational results, although the effect of Administrative management staff area is 15% greater than that exerted by the Sanitation and environmental management staff area in the sample considered.

4. Conclusions

The proposed procedure is a useful tool for decision making, which should be enriched with feedback resulting from its implementation, being adjusted depending on the application scenario, in order to follow up the dimensions and variables studied and improving each in organizations, thus contributing to improve the individual performance of each employee and the results of the organization.

The partial implementation of the proposed procedure allowed to determine that the factors that inhibit job satisfaction in the areas studied are those related to material and moral stimulation and working conditions, and to a lesser extent associated with teamwork and management and welfare conditions; General ISL obtained in the area of administrative management was 3.42 and 3.20 in the area of sanitation and environmental management, which are below the desired state.

It was found that individual performance is 0.617; that is, to the extent that increases by one job satisfaction, individual performance is, as a trend, higher than 0.617. The results of the relationship between the two variables in the area of administrative management indicate that the effect of the satisfaction of this group of workers tends to increase in 0661 individual performance, and in the area of sanitation and environmental management influences, as a trend, in 0574 that variable.

The results of the instruments and expert judgment, corroborated the practical usefulness of the proposed procedure and consistency of the action plans developed to improve job satisfaction, which will have a positive impact on individual performance, according to data obtained correlation studies of these two variables.

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