

The Role of Organizational Variables on the Job Satisfaction for the Employees of the Jordanian Department of Statistics

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ABSTRACT

The study aimed to identify the level of job satisfaction among the employees of Jordanian Statistics Department, as well as to identify the financial dimension, career, and labor relations in the environment of Jordanian Department of Statistics. Moreover, the study conducted all the factors that affect the job satisfaction in the department of statistics. The researcher adopted the descriptive and analytical approach survey style, where considered appropriate approach to the study, the study population was conducted all the employees of Department of statistics. The sample reflected by 22%, reaching 210 employees. The study showed a number of findings, including that there is no statistically significant influence for all organizational factors on job satisfaction among the Department of Statistics employees, as well as there is dissatisfaction influence among members of the population community about the physical variables. The study reflects dissatisfaction among the sample towards the variables of work, as well as dissatisfaction among the sample toward future career. The study showing a degree of satisfaction among the sample on the pillar of labor relations, in general, the sample tends lack of job satisfaction, as well as there are a significance recommendations in this study include: re-examine the issue of bonuses and salaries how they are distributed, moreover, the verification of distributed in fairly way, to reconsider the promotion and career development perspectives, finally, reconsider the issue of training in the department of statistics and considered of the dimensions of work and motivation relationships.

Keywords: Regulator Variables, Job Satisfaction, Department of Statistics.

I. INTRODUCTION

The available of human resources for any organization in each sector, governmental, and private is nothing but the main nerve and soul of that organization which no organization can develop without it. Because this sources with its levels including administrative, technical and professional work are upon specific methods and policies to achieve target goals.

Among the important hub in studying an administration is to observe the methods and techniques used to motivate the employees and achieve job satisfaction for them in order to reach the requested effectiveness. Because of people who practice this crucial and vital role in organizational life, it will be fair and just to give them the attention that meets their humanity and preserves their rights either concerning the payment they receive from their required job or from other job circumstances with the care of the employees' feelings,

thoughts, ideas and the respect and appreciation they deserve.

The term job satisfaction has gained the interest of administrative, personal, and social thought at once, as (Neely 1988) explains that the job satisfaction provides for the individual regular trainings upon the physical level also provides mental incentive cognitive skills and a highly appreciated rank within society.

Job satisfaction has several meanings, explanations, and affects on the production progress, regular commitments, and job pressure, all of these had made researchers to focus on the term job satisfaction specifically to study from different perspectives which some of the personal past thought is to create job satisfaction and the other half pass through fulfilling the human needs that are related to the work policy, and the relation between the job and fulfilling the human and social needs.

II. METHODS AND MATERIAL

A. Problem of the Study

The study problem is concerned with trying to reach the level of the required job satisfaction for employees in the department of statistics including all levels and to identify the effects of some regularity changes on the job satisfaction. Among these changes: hardware changes, changes extracted from the work itself and the future of the work.

Question of the research problem is:

What is the level of job satisfaction among employees in the department of statistics and is there any effect of the administrative and organizational changes in the job satisfaction on employees in the department?

B. The Importance of the Study

The importance of the study appears from most of scientific researches in the field of job satisfaction that were made in organization and companies that have a high degree in production and economic value, but did not focus on measuring the job satisfaction in the field of services. During this research, the study of job satisfactory in the department of statistics of Jordan will be displayed, also to note that the statistics of Jordan the main supply of statistical numbers that all sectors and people in society rely on.

What also makes this study important is its rarity in Jordan, additionally while the Jordanian statistic sector has experienced multiple changes in the regulatory field which includes developing totally new departments and branches which is also followed by closing of departments and branches in the past years.

C. Objectives of the Study

1. Identifying the level of job satisfactory among employees in the department of statistics
2. Identifying the relation of job satisfaction towards financial dimension, the future of work, and its environment, the administrative operation and self-developing, and the type of relations in the department of statistics.
3. Conducting the most important issues that affect job satisfaction on the employee, the research

hopes that this study will participate in supplying the head of departments with useful and effective information that will help in guide and take lead in the operation of making decisions concerning the systematic job and administrative operation, in order to achieve the highest level possible of job satisfactory.

D. Hypothesis

1. There is no influence with statistical lead at the level of significance ($\alpha = 0.05$) for the physical variable of job satisfactory in the department of statistics
2. There is no influence with statistical lead at the level of significance ($\alpha = 0.05$) for the variable of the work future job significance in the department of statistics
3. There is no influence with statistical lead at the level of significance ($\alpha = 0.05$) for the variable job relations and job satisfactory in the department of statistics.

E. Study Methodology

To answer questions related to the study researchers use descriptive approach, analytical survey style, where this is appropriate curriculum for such type of research, the possibility of a survey is to views the large number of research. The approach is based on a description phenomenon in the study and then analyzes the results of the study to link between the variables to reach their causes and draw and dissemination of results.

F. Population and Sample

✓ Population

the Community consists of the study of all workers in the Department of statistics, about 650 employees are classified and 250 employee, because of the personnel are employees of a specific project end their work with the completion of the project itself.

✓ Sample

The researcher, selects the appropriate sample of the community study by 22 percent and the distribution of questionnaires to the approximately 210. Restoring 204 creation of exclusion of 4 creation are invalid while the

number of valid questionnaires for analysis 200 identification.

G. Literature Review

(Al Saud 2001) study aimed to identify the levels of job satisfaction and the members of the teaching staff in universities and the Jordanian Civil, in relation to some of the variables, sex, social situation, age, academic grade, years of experience at the university, and the type of the College, a special survey (form) has been carried out get data, it consisted of three parts, developed by the researcher for this purpose.

(Al-sheedi 2001) discussed that the staff trends in units of the administrative apparatus in the Sultanate of Oman, concentrates on the impact of incentives on job satisfaction aimed at knowing the incentives system force in the Sultanate of Oman, and the extent to correspond to the functional situation, study and other incentives staff wish for an investigation to occur in order know the difference in assessments of all administrative levels .

(Ramadan 2004) claims that the level of job satisfaction and workers in the Palestinian universities through the following variables: (working conditions, stability and career, the relationship between supervisors, salary and incentives), according to personal variables to human sexuality, age, social situation and the number of children and years of experience in the workplace determines the nature of the work.

In this study (Omar 2000), aimed to highlight the job satisfaction in two of the public bodies in Kuwait, relations between them, and the impact of the personal characteristics or functional factors on the subject of the study. the study found that there were differences in the degree of consent by the work environment and methods of management and staff expectations of their jobs. The study also confirms that there are no effects from personal characteristics and job environment on the response of job satisfaction between the sample of people used in the study.

(Enemar, 1992) discussed that the job satisfaction among Saudi staff in the public and private sectors, one of the most important objectives of the study is to identify the trends of Saudi Officers in the public,

private sectors and the extent of his dissatisfaction with some aspects of the work, and used in the study as descriptive approach to analytical work, information has been collected from a sample of 463 employees, 310 public sector, 153 employees of the private sector.

Study prepared by (Asaad 1984) conducted the job satisfaction and human forces working in the Kingdom of Saudi Arabia, the study was conducted on a sample of 340 employees in both the public and private sectors, it was found that a high proportion of workers are dissatisfied with their work, the focus of the lack of consent in salary management style in dealing with the staff , also relations with supervisors. This feeling of dissatisfaction leads to negative trends in absence in the workplace, or leave work. Among the results of the study between the two researchers to study the behavior of individuals could not be away from the study of their feelings of personal passions, and these aspects of coherence and complementarity of personal loyalty of the study is to apply the theory of human relations where it concerns workers or that performance drops job satisfaction and they have.

Study (Mohaisen, 2004), which aimed to identify the level of job satisfaction among staff of the International Relief Agency, identify the factors that influence the job satisfaction, and also on the nature of the relationship between the job satisfaction and personal variables staff in the International Relief Agency. The researcher reached the following conclusions: the degree of satisfaction among the staff of the relief agency was moderately, where it reached 57.8%, the results of the study are different of statistical significance attributed to variables (salary, age, years of experience, the social situation, housing). The study showed differences of statistical significance attributed variable numbers of workers in the level of satisfaction with the labor incentives.

Study prepared by (Grant 2006) aimed to the measurement of complacency or lack of job satisfaction for personnel affairs section among the students in the Federation of Colleges of America, also aimed to know the impact of the following factors: (the recognition and promotion of the effort, good supervision and the relationship with colleagues, and the policy established by the Foundation, conditions of work, salary and

security) on the consent of the lack of job satisfaction. The results showed that there is a high rate of 83% of the staff members of the Colleges of America were satisfied with their work.

(Barry 2002), aimed to measure the relationship between job satisfaction and the type of the leadership concerning the directors of the secondary schools in the mandate of the U.S., the study came to the following conclusions: that managers satisfaction of male promotions was more than the female managers satisfaction. The managers' satisfaction in larger schools is more than satisfaction of managers in the small schools. The job satisfaction was the largest among managers who used moral encouragement.

Study conducted by (Mathis 1999) aimed to know the relationship between the administrative leadership career satisfaction and the members of the teaching staff in some colleges of higher education in West Virginia. The study was applied to the three categories of the members of the college (Assistant Professor, Associate Professor, Professor), the result of the study was make sure that there is relationship between the manager's leadership and job satisfaction and also found that the job satisfaction and increases with the president who used different kinds of the leadership methods, in compared to a leader who uses only one of the leadership.

III. RESULT AND DISCUSSION

Specifications of the study society

- Gender

the following table (1-1) shows that the percentage of females was higher than the one of males, where it reached 57% for females while 43% for males.

Table 1-1

Percentage	Repeating	Gender
43.0	86	Male
57.0	114	Female
100.0	200	Total

- System of Hiring:

Table 1-2

percentage	repetition	System of hgihgering
33.5	67	Projects
66.5	133	Classification
100.0	200	Total

- Age:

Table 1-3

Percentage	Repeating	Age
percentage	repetition	Age
20.5	41	Less than 30
32.5	65	30-34
33.0	66	35-40
14.0	28	More than 40

It appears from the table 3-1 that the percentage of employees younger than 30 has reached 20.5% from the sum of total employees. while the percentage of employees aged from 30-34 reached about 32.5% which is higher than those who are aged from 35-40 with a percentage of 33%. While the least percentage were those who are aged more than 40 with a 14%.

- Social situation:

From the following table 1-4 we can notice that the percentage of married employees reached 56% while a 44% for the non-married.

Table 1-4

Percentage	repetition	Social situation
56.0	112	Married
44.0	88	Single
100.0	200	Total

- Educational Level:

The table 1-5 shows that the employees with working period less than 3 years has reached 12.5% which is the least, while employees who worked from 3-5 years range at a percentage of 38.5% , while the highest

percentage was for employees who worked more than five years with a 49% .

Table 1-5

percentage	repetition	Service
12.5	25	Less than 3 years
38.5	77	3-5 years
49.0	98	More than five years
100.0	200	Total

• Salary

the following table 1-6 clarifies that the lowest percentage is for the first group as there is only one employee that is among those who get less than 200 dinars with a percentage of 0.5%. on the other hand, employees who get between 200-350 dinars has reached a percentage of 57% which is the highest. Followed directly by the group of employees who earn 350 – 450 dinars with a percentage of 40.5% finally the percentage of those who earn more than 450 dinars is 2% which is poor .Table 1-6

percentage	repetition	Salary
0.5	1	Less than 200
57.0	114	200-350
40.5	81	350-450
2.0	4	More than 450

• Training

The table 1-7 shows the percentage of employees who got training which is 47.0% compared with a 53.0% of those who did not get a training.

Table 1-7

percentage	Repeat	Training
47.0	94	Trained
53.0	106	Non trained
100.0	200	Total

The level of job Satisfaction:

In order to identify the level of the job satisfaction in general for the case study of society the Median and deviation was calculated to answer the questions:

Table 1-2

Deviation	Median	Phrase
0.94139	1.1150	How satisfied are you from your current job

The tale 1-2 clarifies that the study in general tends to be non-satisfaction in general, where the median has reached 1.1150 and the deviation 0.94139.

As a result, after giving the answer satisfied 2 points, the answer does not know one point, and is not satisfied with no points. Therefore, the highest degree for the answer is 3

On the other hand, the researcher divided the degrees likarte scale into the following basses:

- A. from 0.0% to 1.49 not satisfied
- B. from 1.5% to 2.09 somehow satisfied
- C. from 2.1 % to 3 satisfied

The Level of Satisfaction Concerning Organizational Changes:

1 – Material Changes:

Deviation	Median	Phrase
0.48417	0.2725	Hardware change satisfaction

Table 2-2

The following table 2-2 clarifies that the study results show no slight level of satisfaction upon the material changes where the median has reached 0.2725 with a deviation of 0.48417.

From the previous scale the level of median is too low and is considered among the lowest among other medians which concludes that there is no satisfaction at all in material change.

2- The level of satisfaction towards career future:

Table 3-2

Deviation	Median	Variable
0.65021	0.9300	Amount of satisfaction on career future

It is visible from The following table 3-2 that there is no satisfaction concerning the future of career where the Median is 0.9300 with a deviation of 0.65021 which is very low and is classified among the non-satisfied .

3- Level of satisfaction on the job relation:

Table 4-2

Deviation	Median	Variable
0.47085	1.5117	Amount of satisfaction on job relations

It is apparent from the following table 2-4 that there is a type of satisfaction but with a low level concerning the variable of job relations but is considered the highest level of all previous satisfaction levels where the Median is 1.5117 with a Deviation of 0.47085 which is a modest degree.

4- Level of satisfaction from variables retrieved from job satisfaction:

Table 5-2

Deviation	Median	Variable
0.94139	1.1150	Level of satisfaction towards variables related to work

It is clearly visible from the table 5-2 that there is no satisfaction towards the variable relations retrieved from work where the Median is 1.1150 with a deviation of 0.94139 and this level is among the non satisfaction concerning the previous scale.

Testing the hypothesis:

H1: There is no statistical significant influence at the level of $(0.05=\alpha)$ for material variables in job satisfaction:

The result of the regression analysis for testing first hypothesis

Table1 :

Source	Total of squares	Levels of freedom	Average of squares	The value of F calculated	Level of the identification F
Regression	9.438	1	9.438	*11.195	0.001
Mistake	1.66917	199	843		
Total	176.355	200			

Statistical significant influence indication at the degree of $(0.05=\alpha)$

The value of R = 0.231

The value of R2 = 0.054

It is visible from the information given in the previous table that there is a relation with statistical form between the independent variable (material variable) and the dependent variable all rely on the value of F which is calculated by 11.195 at the level of indication $(\alpha = 0.001)$, Which is considered moral at the level of $\alpha = 0.05)$, It is also visible in the same table that the independent variable explains a sum of 5.4% from the contrast in the dependent variable which is considered in total a weak explanation on one hand , and on the other hand it makes the value T stronger which is calculated by 3.346 at the level of indication $(\alpha = 0.001)$, Which is moral at the level of $\alpha = 0.05$. What has been presented as results must decline the study and research because of what the study hypothesis has as rule: there is no sign of statistical lead at the level of $(\alpha = 0.05)$, For material variables in the job satisfaction.

H2: There is no statistical significant influence lead at the level of $(\alpha = 0.05)$ For the variable future job satisfaction:

The result of the regression analysis for testing second hypothesis

Table 2 :

Source	Total of squares	Degree of freedom	Median of squares	The value of F	level of indication F
Regression	49.108	1	49.108	*76.413	0.000
Mistake	127.247	199	0.643		
Total	176.335	200			

There is a statistical significant influence indication at the degree of $(0.05=\alpha)$

Value of R = 0.528

Value of R2 = 0.278

From the information given in the previous table there seems to be a statistical relation between the independent variable (future career) and the dependent variable (job satisfaction). Depending on the value of F which is 76,413 at the level of $(\alpha = 0.000)$ Which is moral at the level of $(\alpha = 0.05)$, As we can realize from the same table that the independent variable explains 27.8% from the dependent variable which is an explanation force which is acceptable, reinforced by the value of T which is estimated for 8.741 at the level of $(\alpha = 0.000)$, Which is moral at the level of $(\alpha = 0.05)$.

What was given to us must reject the study hypothesis that has a rule of: there is no sign with statistical indication at the level of $(\alpha = 0.05)$ for the variable career future in job satisfaction.

H3: There is no statistical significant influence lead at the level of $(\alpha = 0.05)$ For the variable work relations in future career.

The result of the regression analysis for testing third hypothesis

Table 3

Source	Total of squares	Degree of freedom	Median of squares	Value of F	Level of indication F
Regression	17.823	1	17.823	22.260*	0.000
Mistake	158.532	199	801		
Total	176.355	200			

There is a statistical significant influence indication at the degree of $(0.05=\alpha)$

Value of R = 0.318

Value of R2 = 0.101

From the previous information in the table it is noticeable that there is a statistical relation with indication between the variable (job relations) and the dependent variable (job satisfaction) depending on the value F which is calculated by 22.260 at the level of indication $(\alpha = 0.000)$ Which is moral at the level of indication $(\alpha = 0.05)$, as it is visible from the same table that the independent variable explains a sum of 101.1% of the contrast in the dependent variable which is a acceptable explanation force and verifies the value T which is valued 4.178at the level of indication $(\alpha = 0.000)$ Which is moral at the level of $(\alpha = 0.05)$ Which was presented must reject the study hypothesis which states that: there is no sign of statistical indication at the level $(\alpha = 0.05)$ For the variable job relations in future career.

H4: There is no statistical significant influence lead at the level of $(\alpha = 0.05)$ For the variable extracted from work and job satisfaction

The result of the regression analysis for testing fourth hypothesis

Table 4:

Source	Total of squares	Degree of freedom	Median of squares	Value of F	Level of indication F
Degression	35.703	1	35.703	*50.259	0.0000
Mistake	140.652	199	710		
Total	176.355	200			

There is a statistical significant influence indication at the degree of $(0.05=\alpha)$

Value of R = 0.450

Value of R2= 0.202

It is clear from the information in the previous table that there is a relation with statistical indication between the independent variable (variables extracted from work) and the dependent variable (job satisfaction) depending on the value F which is calculated 50.259 at the level of indication $(\alpha = 0.000)$ Which is moral at the level of $(\alpha = 0.05)$, As we can also realize from the same table that the independent variable explains a 20.2% of the contrast of the dependent variable which is an acceptable explanatory force which reinforces the value of T calculated by 7.089 at the level of indication $(\alpha = 0.000)$ Which is moral at the level of $(\alpha = 0.05)$, What was

presented must decline the study hypothesis that has a rule of: there is no sign of statistical indication at the level of ($\alpha = 0.05$ for the variable extracted from work and job satisfaction.

B. Results

The study found specific results in the light of the questions, the researcher presents these results after the analysis as follows:

The aim of the study is to identify the impact of organizational variables on job satisfaction and identify the levels of job satisfaction. An agreement was reached to the following results:

- ✓ There is no impact of a statistical significance for all organizational variables in the job satisfaction.
- ✓ There is dissatisfaction among the members of population studies towards the center of physical variables.
- ✓ There is dissatisfaction among the members of the study population toward the hub of the variables derived from work.
- ✓ There is dissatisfaction among the members of the study population toward the hub of the future career.
- ✓ There is a low satisfaction among members of the population study on the hub of labor relations.
- ✓ In general, the study of the population members tends to lack consent when it comes to the degree of job satisfaction.

C. Discussing the Results

Through the analysis of the results, it was made clear that there can be no satisfaction to workers in the department of statistics. However, with the exception of the hub of labor relations where there was a low degree of satisfaction. The researcher attributed these results through its work as an employee of the Department of Statistics depending on what the results showed that the levels of salaries and wages low compared to the other circles.

There is no way that we can ignore what was exposed to the Department of Statistics in Jordan from the number of the sit-ins protest that called for the improvement of the physical conditions of staff as well as the improvement of job security. As well as the constant

change in the departments and some changes in the organizational structure of the Chamber which makes the employee feel at loss, which then reflects the lack of consent.

As for the future career the upgrade process and progress of the hierarchy in the Department of Statistics is slowly making the employee unconfident about their future is not functioning effectively in order to be able to make the employee to move from his position to the highest, continues to work for more than ten years at least this is the case of the function.

As well as for the variables derived from work, the possibilities available to the staff do not allow them to do the work to the fullest where some devices and equipment are still used, which was reflected in the lack of consent on this hub as well as many of the staff in fact do not possess or even own their own offices. As well as it is the reality of the work should be talking about the field work of the staff it is hard work and tiring for more than 5 hours.

The researcher attributed the reason for the existence of satisfaction on the hub of labor relations to a system of decentralization in the Department of Statistics as well as the focus of some families in various centers of the Chamber which claims to be the comfort of action as well as the ease of conduct.

IV. RECOMMENDATIONS

1. Reconsider the bases of incentives and rewards and how to distribute and link to performance and to achieve the intended target.
2. Reconsider the basis for promotion and career development, and clarify the content of these foundations of staff.
3. Focus on the dimension of labor relations because it plays a key role in job satisfaction.
4. To discuss the best approach relating to the field of training because the important areas of work are services. The intensification of the necessary efforts by the Statistical center for training to find appropriate means the process of training and development.
5. The conduct of future studies career consent to workers in the Department of Statistics on other dimensions such as age, the social situation of sex

and the extent of the impact of these changes on job satisfaction.

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