

**SUPPORTING EMPLOYEES AND ITS IMPACT OF JOB SATISFACTION: CASE OF SEPANIR OIL AND GAS ENGINEERING COMPANY IN KISH ISLAND**

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**ABSTRACT:** Today, every organization can be successful by supporting its employees. This is a need to which not meeting, the organization has no way out of failure because an organization whose staff have no commitment spirit, would think of aims other than organization's aims and success will not be achieved with these forces. On one side supporting staff on various aspects affects significantly on creating organizational commitment. In this study we examined the supporting of staff in three categories of "organizational innovation, supervisor support and employee empowerment" in Sepanir Oil and Gas Engineering Company of Kish Island. The society of this study is 200 people involving all employees of Sepanir Oil and Gas Engineering Company of Kish Island and the sampling is determined according to Morgan table and consists of 127 people. The results show the confirmation of hypotheses that is the positive effect of supporting employees on creating organizational commitment. In addition, among peripheral hypotheses, the first and the third one are confirmed and the second is not.

**Key words:** employee support, job approval, organizational innovation, empowerment of employees

in the best interests of their employees. Having reviewed the relevant literature, we focus on how employee advocacy is influenced by oil and gas company treatment of employees. We investigate the strategies that oil and gas administrations apply to develop employee advocacy, develop a research program, analyze the factors involved, and develop a causal model of the causes and consequences of employee advocacy. We regard attendants of oil and gas engineering company Spanir in Kish Island as the subjects of a survey for further verification.

**THEORETICAL BACKGROUND  
EMPLOYEE ADVOCACY**

Employee advocacy refers to the transparency of the firm's employment policy, and its willingness to act in the best interests of the employee, even if the recommended solution to a problem is provided by the competition (Urban, 2004). Although this may be seen as counterintuitive according to standard principles of market-based competition, by emphasizing a positive partnership and support over traditional selling-based relationship strategies, employees are more likely to trust the firm. Critical issue is how to strengthen the employment relationship and enhance employee advocacy.

**INTRODUCTION**

For a service industry employee, job satisfaction is a critical factor, because it is typically assumed that front-line employee attitude and behavior substantially affect customer perceptions of the service. Service firms must find ways to manage their employees effectively, and ensure that their attitudes and behaviors are conducive to the delivery of high quality service (Chan and Wan, 2012; Sarwar and Khalid, 2011). Job satisfaction is defined as the pleasurable emotional state of an employee, regarding his or her job duties, supervisor, working situations, and the organization as a whole (Sarwar and Khalid, 2011). Job satisfaction is defined in terms of all the characteristics of the job itself, and of the work environment in which employees may find rewards, fulfillment, and satisfaction, or conversely, frustration or dissatisfaction (Bussing et al., 1999).

Service firms should communicate customer needs to their employees, provide continuous training, assist them to acquire both communication and recovery skills, and ensure that they feel comfortable and satisfied with their jobs (Pantouvakis, 2012).

Employee advocacy is related to the transparency of oil and gas company's employment offers, and their willingness to act

As revealed by several researchers in the field, innovation is one of the paths to maintaining growing and promising organizational performance (Cottam et al., 2001). It is also pinpointed as an essential element for sustaining competitiveness and ensuring an organization's future potential (Krause, 2004). Organizational innovation in this study is addressed as the development or adoption of an idea or behavior into business operations that is new to the whole organization. It is the actualization of new technology or new administrative practices in terms of new products or new processes. New products include tangible products and intangible services and new processes include direct processes and support operations in an organization. New technology and new administrative practices can either already exist or be newly developed.

#### **SUPERVISOR SUPPORT**

Supervisor support describes the extent to which an employee's supervisor is sensitive to the employee's non-work responsibilities and is willing to accommodate those when conflicting work and non-work demands arise (Carlson and Perrewé, 1999; Mesmer-Magnus and Viswesvaran, 2006). Hence, scholars suggest that supervisor support may make one's work situation less stressful by providing emotional support, instrumental aid or greater control over one's situation (e.g. Anderson et al., 2002; Carlson and Perrewé, 1999). Past researchers further suggested that support from one's supervisor is instrumental in reducing the unfavorable effects of job stress by providing emotional support to increase the stressed individual's self-confidence (e.g. Russell et al., 1987) and self-esteem (e.g. Wong and Cheuk, 2005) by reducing the emotional distress one is experiencing. Likewise, relevant and useful informational support from the supervisor helps the stressed individuals to cope effectively with job-related problems, which in turn reduce the stress one is experiencing (Thomas and Tymon, 1994). With regard to the treatment of supervisor support in the previous research, several past researchers have shown the effectiveness of supervisor support in buffering the adverse impact of job stress (e.g. Chen et al., 2009; Noblet et al., 2009; Wong and Cheuk, 2005).

#### **EMPLOYEE EMPOWERMENT**

The concept of employee empowerment has been historically practiced in a way that restricts

Eisenberger et al. in 1986 for the first time introduced the concept of perceived support on the side of organization. According to Eisenberger's definition (1986), employees feel supported by the organization when the organization appreciates their cooperations and puts value to their wealth. Although the number of studies in this area since the mid-nineties were minimal, but research in this area has increased in recent years (Eisenberger, 2008). The theoretical basis of organizational support, social exchange theory. Whatever it is helping older person is more likely to compensate. The researchers believe that social dialogue between workers and employers is at work.

Organization is a resource which meets employees' needs and the trade-off relationship between employee and employer relations. An organizational support hypothesis assumes that employees create a holistic view on organizational support to them and in turn they pay attention to organizational aims and their realization. On the other words, when organization doesn't pay attention to employees' wealth, they will compensate this attention with more commitment and better performance (Taleghani et al, 2009)

Social exchange theorists believe the relationship is give and take more time to optionally done. Staff satisfaction of social needs such as the need to establish an identity, belonging and esteem needs are considered. This is a need to which not meeting, the organization has no way out of failure because an organization whose staff have no commitment spirit, would think of aims other than organization's aims and success will not be achieved with these forces (Eisenberger, Huntington, R., & Hutchison, 1997). So to keep employees on the basis of norms of sharing source satisfy these needs, helping the organization achieve its goals (Eisenberger, Fasolo, Davis-lamastro, 1990).

#### **ORGANIZATIONAL INNOVATION**

Globalization intensifies competition all over the world. Businesses nowadays are not just facing challenges from cost to quality. While an immutable product specification no longer promises a gain in most of the consumer markets, gaining customer loyalty is a great challenge. In order to satisfy their customer's unlimited expectations, companies need to orientate themselves to their customers' wants, as well as latent needs, and as a result provide products and services which are perceived to be valuable. (Wong and chin, 2007).

(1) Organizational image. This area focuses on the perception of the organization in general and thus the effectiveness of the organization's employees branding initiatives.

(2) Organizational vision. This area focuses on the cultural/ethical aspects of the organization, the ability of corporate management to make sound decisions as well as to inform the employees about the state and direction of the organization.

(3) Superiors. This area focuses on the relationship that the employee has to the immediate manager i.e. the perceived professional and leadership skills of the manager.

(4) Co-workers. This area focuses on the social climate among the co-workers, the degree of professional cooperation as well as the sense of social belonging.

(5) Conditions of work. This area focuses on the job content, the physical work environment, job security, the pay and benefit package, in other words all of the aspects of the job itself when perceived as isolated from the social and cultural context.

Most international companies are measuring job satisfaction in order to improve the organizations HR and leadership capabilities. In most instances the organization ends up with results that show that job satisfaction varies across the countries in which the organization is operating. But does this really mean that the organizational units are performing differently or does the national culture in which the unit is operating influence job satisfaction? Several international studies have reported national differences with respect to the level of job satisfaction (Eskildsen et al., 2004b; Kristensen et al., 2002; Sousa-Poza and Sousa-Poza, 2000). The national differences reported are comparable across studies so it does seem that there is an exogenous national factor influencing the level of job satisfaction in an individual country. One attempt at describing the differences between nations is Hofstede's theory on national culture. According to Hofstede differences between nations can be attributed to differences along the following five dimensions of national culture (Hofstede and Hofstede, 2005):

- (1) Power distance (PDI);
- (2) Individualism (IDV);
- (3) Masculinity (MAS);
- (4) Uncertainty avoidance (UAI); and
- (5) Long-term orientation (LTO).

The first dimension, power distance, describes the extent to which the less powerful members of organizations accept and expect power to be distributed unequally. The second dimension,

individuals from using their innate capacity to achieve their own unique levels of excellence at work, thereby inhibiting the level of individual and organizational effectiveness that could otherwise be achieved (Geisler, 2005; Govindarajulu and Daily, 2004). Fox (1998) defined empowerment as the instilling power in employees and suggested that employee empowerment is historically contemplated as organizations' strengthening employees' sense of feeling of personal power. There has been an increasing interest in the concept of empowerment among both organizational theorists and practitioners (Conger and Kanungo, 1988). Findings have consistently suggested empowering subordinates may serve objectives linked to managerial and organizational effectiveness (Bennis and Nanus, 1985). Thus, empowering is considered a way to encourage and increase decision making at lower levels of an organization, which consequently enriches employees' work experience (Liden et al., 2000). In addition, Conger and Kanungo (1988) viewed empowerment as a motivational construct, and perceived empowerment as an enabling rather than a delegating process. Thomas and Velthouse (1990) suggested that empowerment is a multidimensional construct, in which empowerment is defined as an increased intrinsic motivation manifested in four cognitions that reflect an individual's orientation to his or her work role, including meaning, competence, choice, and impact. However, Spreitzer (1995) pointed out the absence of a theoretically driven measure of psychological empowerment in a work environment. Spreitzer has further identified psychological empowerment as a motivational construct which is manifested in four cognitions, namely meaning, competence, self-determination, and impact.

## **JOB SATISFACTION**

A classical definition of job satisfaction states that it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Locke, 1976). In recent studies within the field of job satisfaction a lot of different constructs have been included as predictors of job satisfaction but overall these constructs can be divided among five main groups of characteristics of the job and work environment (Anderson and Martin, 1995; Boswell and Boudreau, 2000; Clark, 2001; de Jonge et al., 2001; Ducharme and Martin, 2000; Eskildsen and Kristensen, 2006; Eskildsen et al.) as follows:

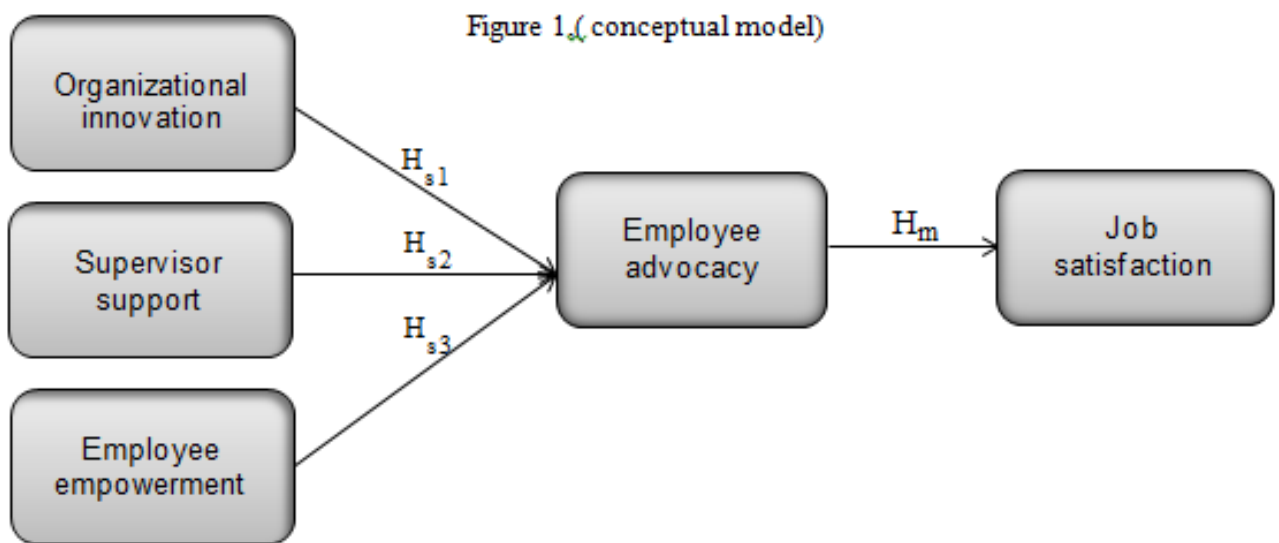
job satisfaction and organizational commitment in an aviation company" considering three organizational innovation factors: supporting supervisors and organizational empowerment as reinforcing factors and job satisfaction. He carried out his study on Taiwan aviation likes and achieved to results such as the more organizational innovation, support of supervisors and employee empowerment, the stronger support of employees will be.

The present study using Ying-Pin Yeh's model is seeking to examine the effects of study hypotheses in Sepanir Oil and Gas Engineering Company of Kish Island. With this difference that in present study the only effect of supporting employees on organizational commitment is examined and the effect of supporting employee on job satisfaction in ignored. The difference is that in present study, the effects of supporting employees on job approval are examined and the effect of supporting employees on organizational commitment is ignored.

individualism, describes the degree to which individuals are integrated into groups. The third dimension, masculinity, describes the distribution of roles between the genders. Predominantly masculine societies are assertive and competitive whereas predominantly feminine societies are modest and caring. The fourth dimension, uncertainty avoidance, describes the degree to which a society possesses tolerance for uncertainty and ambiguity. The fifth and final dimension, long-term orientation, describes the degree to which a society can be said have a Confucian heritage. Societies with long-term orientation possess thrift and perseverance whereas societies with short-term orientation are oriented towards steadiness, stability and tradition. Differences along these five dimensions may be some of the exogenous factors causing national job satisfaction levels to be different.

**RESEARCH THEORETICAL FRAMEWORK**

Ying-Pin Yeh on 2014 presented his study titled "Exploring the impacts of employee advocacy on



Reference: Ying-Pin Yeh.2014

H<sub>s3</sub>: Empowering employees has positive impact on supporting company.

**METHOD**

The discussions pertaining to employee support and its effect on organizational commitment and job satisfaction is presented in Ying-Pin Yeh (2014) and as we can see in the previous section, conceptual model in this study is driven from the model "Exploring the impacts of employee advocacy on job satisfaction and

**HYPOTHESES:**

• **The main hypotheses :**

H<sub>M</sub>: Stronger support of employees affects positively on job approval.

• **Secondary hypotheses :**

H<sub>s1</sub>: Organizational innovation has positive impact on creating company support of employees.

H<sub>s2</sub>: Supervisors' support of employees has positive impact on creating support of company.

coefficient equal to .942, which means approval reliability.

Table1 (Reliability Statistics)

Cronbach's Alpha	N of Items
.942	19

In this section towards the examination of hypothesis, structural equations are used. To do this, first we pay attention to fit indexes. Next we examine hypotheses regarding path coefficients. The designed model is presented in figure 2. As we can see, 5 hidden variables are measured by 19 observed variables. Hidden variable innovation (CR), supervisor support (SM), empowering employees (IM), organizational commitment (C) explained by a third variable is also hidden variable support staff (SE) is explained by four variables observed.

organizational commitment in an aviation company" but in present study we suffice to mention the examination of supporting employees' effect on organizational commitment. The society of this study is 200 people and according to Morgan table, sampling number is 127, for more certainty the number 130 of questionnaire is distributed and 127 of them are analyzed.

This is the most common approach to data collection. To collect data and achieving to the aims of this study, unnamed questionnaire containing 19 questions is use. These questions are set according to s degree spectrum of LIKERT "very low, low, average, high and very high" is used. This questionnaire is an standard one, being used by Ying-Pin Yeh (2014), so the scaling tool being used in this study has a good validity and in facts content reliability.to make sure of the validity we have consulted to some experts and professionals. In this study to evaluate content reliability coefficient, the questionnaires are set using Chronbach's Alpha

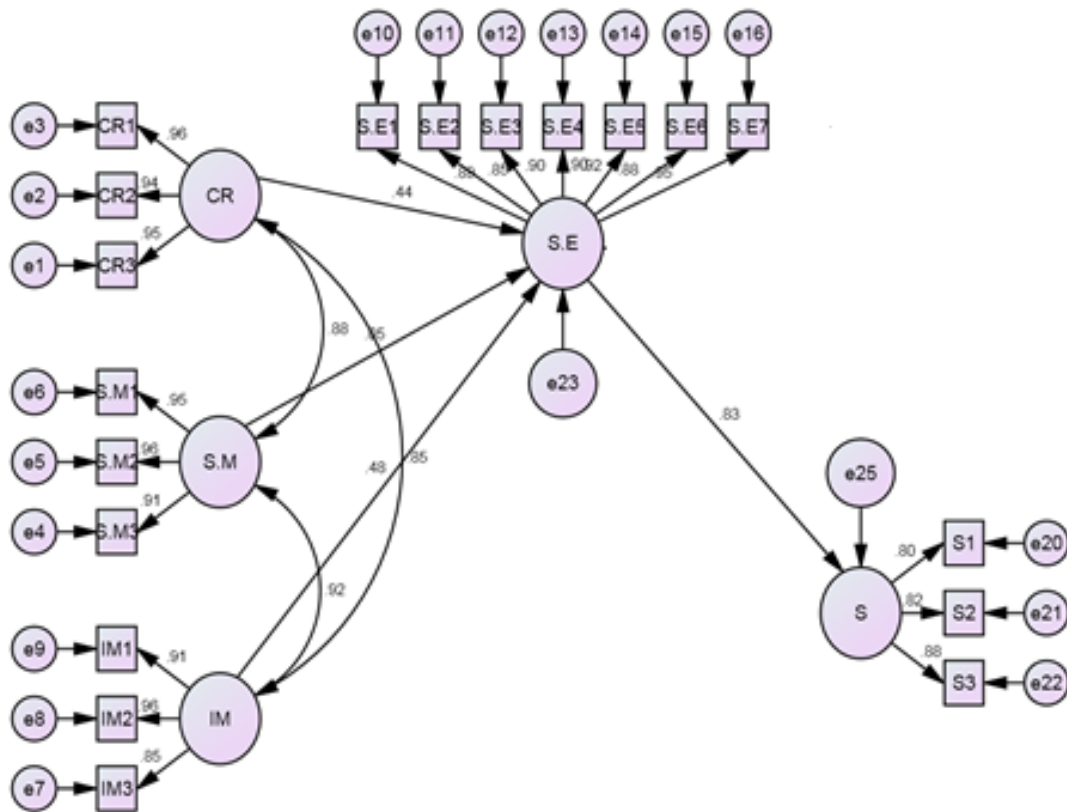


Figure 1.(The research model)

**MODEL FIT COEFFICIENT**

Fit indexes of model are as table1.  
Table 2 (fit indexes of model)

Index type	Standard amount	Edited model	result
NFI	0.90<	0.945	good
RFI	0.90<	0.882	Slightly good
IFI	0.90<	0.953	good
TLI	0.90 <	0.898	good
CFI	0.90<	0.953	good
GFI	0.90<	0.904	good

to the index refers to a good fitness model. GFI value or goodness of fit index is calculated according to the standard value 0.90, 0.904 the model according to the indicator.

**CONFIRMATORY FACTOR ANALYSIS**

In this section we pay attention to estimation coefficients and standards and significance level of path coefficients. A significance criterion is significance level being less than 0.05.

Amount of NFI or normalized fit index of Bentler-Bonet is 0.945 which according to standard amount of 0.09, the model is confirmed and has approving fit index. Relative fit index given amount of RFI or 0.882 values is obtained according to the standard value 0.90 a relatively good fit of the model refers. The incremental fit index, IFI or 0.953 values is obtained according to the standard value 0.90 a good fitness model according to the index refers. Tucker - Lewis fit index, TLI value or 0.898 values is obtained according to the standard value 0.90, according

Table 3 (Confirmatory factor analysis)

	estimation	Standard deviation	Standard estimation	Significance level
Organizational innovation	1.000		.949	
Organizational innovation	.977	.045	.937	0.000
Organizational innovation	.983	.041	.957	0.000
Supervisors' support	1.000		.906	
Supervisors' support	1.054	.054	.959	0.000
Supervisors' support	1.058	.056	.949	0.000
Empowerment of employees	1.000		.854	
Empowerment of employees	1.184	.074	.957	0.000
Empowerment of employees	1.158	.080	.915	0.000
Supporting employees	1.000		.888	
Supporting employees	.876	.064	.849	0.000
Supporting employees	.971	.062	.901	0.000
Supporting employees	.968	.062	.902	0.000
Supporting employees	1.003	.062	.917	0.000
Supporting employees	.908	.061	.885	0.000
Supporting employees	1.041	.059	.946	0.000
Job satisfaction	1.000		.805	
Job satisfaction	1.303	.127	.824	0.000
Job satisfaction	1.244	.113	.879	0.000

determined that all items are significantly determining hidden variables related.

Regarding significance level being very low, all paths are determined by 0.05 and estimation coefficient and standard estimation and it is

**EXAMINING HYPOTHESES**

Table 4 (Examining hypotheses)

			estimation	Standard deviation	Standard estimation	Significance level	result
Supporting employees	<--	Organizational innovation	.426	.096	.439	0.000	significant
Supporting employees	<--	Supervisors' support	.050	.154	.047	.743	Not significant
Supporting employees	<--	Empowerment of employees	.562	.155	.476	0.000	significant
Job satisfaction	<--	Supporting employees	.576	.062	.828	0.000	significant

**CONCLUSION**

The main hypotheses of present study yield that higher support of employees has positive impact on job approval. According to table 3 it is determined that significance level reported is less than 0.05. So the significance relation between independent variable and dependent variable exists. Variable impact on job approval of support staff reports to be positive. Amount of These values indicate the percentage of positive and direct effect. More support staff to create a positive impact on the job approval of employees. This impact on the amount of 0.632 (non-standard) and 0.743 standard assumptions that traffic police officers is approved .Social exchange theorists believe the relationship is give and take more time to optionally done. Staff satisfaction of social needs such as the need to establish an identity, belonging and esteem needs are considered. This is a need to which not meeting, the organization has no way out of failure because an organization whose staff have no job approval, would think of aims other than organization's aims and success will not be achieved with these forces. The first sub-hypothesis states that support company organizational innovation creates a positive impact on employees. According to table 3, the rate of 0.576 (non-standard) and 0.828

(standard) assumptions that traffic police officer is approved. Therefore, the hypothesis is confirmed.

Social exchange theorists believe the relationship is give and take more time to optionally done. Staff satisfaction of social needs such as the need to establish an identity, belonging and esteem needs are considered. This is a need to which not meeting, the organization has no way out of failure because an organization whose staff have no commitment spirit, would think of aims other than organization's aims and success will not be achieved with these forces. The first sub-hypothesis states that support company organizational innovation creates a positive impact on employees. According to table 3, the rate of 0.562/0 (non-standard) and 0.476 standard assumptions that traffic police officer is approved. Therefore, the hypothesis is confirmed.

Supervisors can gain confidence of employee and their inferiors by creating healthy competitive among inferiors and building a system of remuneration and promotion according to merits.

Exceptionable is a feature by having which they can create this trust for employees to state their opinions without fear.

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