Examining the level of employee satisfaction with the performance of city managers (Case study: Baghershahr Municipality)

Shahnam. Jabbari[1] , Behnam. Jabbari[2]* , Mahin. Hanifapour[3]

[1] Director of Kehrizak Municipality, Tehran, Iran
[2] Deputy Municipal Services of Baghershahr Municipality, Tehran, Iran
[3] Project and program manager of Baqershahr Municipality, Tehran, Iran

* Corresponding author email address: bjabbari90@yahoo.com

Editor	Reviewers
Azar Kafashpoor Professor, Department of Educational Management and Human Resource Development, Ferdowsi University of Mashhad, Mashhad, Iran kafashpor@um.ac.ir	**Reviewer 1:** Abbas Monavarian Professor, Management Department, Tehran University, Tehran, Iran. Email: amonavar@ut.ac.ir **Reviewer 2:** Rezvan Hosseingholizadeh Associate Professor, Department of Educational Management and Human Resource Development, Ferdowsi University of Mashhad, Mashhad, Iran. Email: rhgholizadeh@um.ac.ir

1. Round 1

1.1. Reviewer 1

Reviewer: The study is well-timed, considering the increasing focus on enhancing organizational effectiveness through improved employee satisfaction and commitment.

The study utilizes a robust methodological approach, employing Cochran's sample size formula to determine an appropriate sample from the Baghershahr municipality employees. The utilization of a questionnaire and various statistical methods, including Pearson's correlation and multiple regression analyses, provide a solid foundation for the study's conclusions. The results highlight the strong effect of job satisfaction on the organizational commitment of employees, emphasizing the role of individual differences and the need for management strategies that align with employee desires to increase motivation, satisfaction, and commitment.

While the study presents significant findings, it could benefit from broader contextualization within global research, particularly comparing its findings with similar studies in diverse municipal settings. Further, while the methodology is sound, additional detail about the questionnaire's development and validation process could enhance the credibility of the tool used for data collection. Lastly, the study discusses important implications for municipal managers, but it could delve deeper into specific strategies or actions that could be taken in response to the findings.

In conclusion, the article is a valuable addition to the field of organizational behavior and public administration, especially pertinent to municipal management. It is recommended that the authors consider the suggestions made to enhance the impact and applicability of their research. With these considerations, the study has the potential to significantly contribute to practical strategies for increasing employee satisfaction and, by extension, the effectiveness of municipal operations.

Authors revised the manuscript.

1.2.   Reviewer 2

Reviewer: The article significantly contributes to the understanding of employee satisfaction in the municipal context. With additional detail and expansion in certain areas, particularly around demographic considerations, comparative analysis, and actionable recommendations, the research could serve as a seminal piece for public administrators and city managers alike. It's a commendable effort that lays the groundwork for more efficient and effective municipal management strategies.

The practical implications outlined are directly relevant to city managers and policymakers, suggesting avenues for enhancing employee satisfaction and, by extension, organizational effectiveness. Future iterations of this research could benefit from a section dedicated to specific, actionable recommendations that municipal leaders can implement, perhaps including case studies or examples of best practices from other municipalities. Additionally, exploring the long-term impact of increased employee satisfaction on broader organizational outcomes such as service delivery, innovation, and public trust would be valuable.

A more detailed breakdown of the demographic characteristics of the respondents could provide additional depth to the analysis, offering insights into how factors like age, gender, or job role might intersect with satisfaction levels. The authors might consider expanding the discussion section to explore how these findings compare and contrast with similar research in different cultural or organizational contexts, providing a richer, more nuanced understanding of the topic.

Response: Thanks.

2.   Revised

Editor's decision after revisions: Accepted.
Editor in Chief's decision: Accepted.