

Studying the factors affecting job satisfaction of employees of Semnan health centers

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ABSTRACT

Job satisfaction of employees is one of the most challenging concepts in any organization and is the basis for many of the policies and management strategies to increase productivity and efficiency. It is influenced by many factors including environmental and personal factors, income, nature and social status of the job, organizational prestige, promotion, job security, lack of role ambiguity, and physical job conditions Co-workers. This study was carried out to determine the factors affecting job satisfaction employees of Semnan health center's to meet the challenges and increase efficiency. This is a cross-sectional study carried out in 2013, over 93 employees with a employment history of over 2 years. Method and data collection was through job descriptive inventory (Job Descriptive Index); data was collected and analyzed using SPSS16. The results of questionnaire analysis in seven items regarding job satisfaction, show satisfaction supervision and leadership (77.2%), management policy (77%), job stability (63.4%), environmental conditions (59.6%), cross-relation between Co-workers (58.6%), salary and benefits (53.4%) and opportunities for growth, development and promotion (53.2%). Based on evaluated items, the overall job satisfaction in this study was moderate. Thus, in terms of job satisfaction, it seems that different factors affective in different ratios. Job satisfaction is not only very important by itself, but also important concerning its impact on other aspects of the job attitude. In fact, by increasing job satisfaction, other aspects of job attitudes such as organizational commitment, job involvement and organizational atmosphere can be improved. This point can also be seen in proposed models and research carried out by professionals in this field.

Keywords: job satisfaction; health center; Job Descriptive Index questionnaire

INTRODUCTION

Today, the key role of efficient human resources in the organization as well as other social institutions is obvious. So skilled and motivated personnel constitutes the most important asset of any organization. Progress and development of any society depends on the protection and better utilization of human resources and academic elite [1]. According to many experts's opinion, among all concepts assessed by behavioral experts, management experts and industrial organizational psychologists in different positions in an organization, job satisfaction is one of the most important research areas and its role as a main component in the assessment of organizational health is undeniable [2] and determines many organizational variables such as increasing productivity, increasing the quantity and quality of work and other items [3].

Job success is an important factor for job motivation and is necessary for continuing employment. In Hopock's opinion, job satisfaction is a complex and multidimensional concept related to psychological, physical and social factors. A certain combination of various factors causes the employe to feel satisfied with his job and enjoys it [4]. Job satisfaction of employees is one of the most challenging concepts of any organization and is the basis for many policies and management strategies which increase productivity and efficiency [5]. It is influenced by many factors including environmental and personal factors, income, nature and social status of the job, organizational prestige, promotion, job security, lack of role ambiguity, physical job conditions and communication with co-workers [6]. The relationship between job satisfaction and exhaustion among academic libraries in Egypt

was the issue of research that was conducted in 2004 by Tesigilis and Kostlios. The findings showed that job satisfaction and exhaustion are different structures and there is a correlation between job satisfaction and exhaustion. The findings also suggest that satisfaction of job improvement among academic librarians in Egypt is low and the employment record is considered the most important factor in the promotion of the librarians [7].

Therefore, one can say that job satisfaction is a phenomenon that transcends the boundaries of the organization and affects the private life of individuals working at a organizational position, different states are created for the staff; If employee are satisfied with their job, it would cause them to be more motivated and enthusiastic to perform their duties. If employees are not satisfied with their jobs, it reduces their interest and commitment to do their tasks [8] in which case returns diminish and the organization experiences a major challenge.

Therefore, this study aimed to investigate the factors influencing job satisfaction of employees in health centers in Semnan and determine the factors influencing job satisfaction and productivity and related factors such as income, amenities and service history to overcome the present challenges and increase organization efficiency.

METHODS

This is a cross-sectional study conducted on health care employees in 2013 in Semnan. In this study, people with a history of over 2 years were considered to be studied, as employees with less experience are not familiar enough with the process of job satisfaction and including them in the study can reduce credibility. Method for collecting data on job satisfaction is Job Descriptive Index developed by Smith, Kendall and Hulin [9]. The scale of these questions is like a 5 point Likert scale (very low, low, medium, high, very high), scientific validity of the tool was done through the content validity and reliability of the tool was proved according to previous similar studies [9-12] and filling questionnaires. The collected data were analyzed using SPSS16 software. To analyze collected data, for each participant average of scores of questions in each field and all fields were calculated. Scores less than 1.5 were considered as very low satisfaction, between 1.5-2.49 low satisfaction, 2.5-3.49 medium satisfaction, 3.5-4.49 high satisfaction and 4.5 and more as very high satisfaction.

RESULTS

Form distributed questionnaires, 93 questionnaires were returned (response rate of 86.91%). The findings showed that 61 employees (65.59%) were female and 32 (34.4%) were male; 81.48% of employees were married and 18.52% were single.

Table 1. Frequency, average and SD of the degree of job satisfaction in Semnan health centers, separated by educational levels

Category	Educational level	Satisfaction degree					average	SD	P-Value
		Very low	Low	Medium	High	Very high			
salary and benefits	Diploma	12.4	19.2	56.8	11.6	-	2.62	0.73	0.882
	B.Sc./M.A.	6.9	27.6	58.6	6.9	-	2.70	0.61	
	M.A./M.Sc. or higher	14.3	20.8	52.5	12.5	-	2.40	0.78	
job stability	Diploma	2.6	10.5	39.5	44.7	2.6	3.26	0.73	0.781
	B.Sc./M.A.	3.4	27.6	37.9	27.6	3.4	3.00	0.77	
	M.A./M.Sc. or higher	-	18.8	43.8	25.0	12.5	3.27	0.74	
cross-relation between Co-workers	Diploma	5.3	10.5	55.3	28.9	-	3.06	0.72	0.02
	B.Sc./M.A.	-	24.5	58.6	6.9	-	2.74	0.52	
	M.A./M.Sc. or higher	-	31.3	37.5	31.3	-	3.01	0.73	
opportunities for growth, development and promotion	Diploma	2.6	42.1	44.7	7.9	2.6	2.68	0.63	0.156
	B.Sc./M.A.	3.4	41.4	44.8	10.3	-	2.58	0.66	
	M.A./M.Sc. or higher	6.3	18.8	62.5	12.5	-	2.73	0.70	
supervision and leadership	Diploma	4.8	3.3	24.5	45.9	21.4	3.78	0.95	0.393
	B.Sc./M.A.	3.1	3.9	24.7	42.3	26.0	3.87	0.92	
	M.A./M.Sc. or higher	3.3	4.8	18.1	44.3	29.5	3.94	0.95	
management policy	Diploma	4.2	4.8	22.7	45.6	22.7	3.80	0.96	0.099
	B.Sc./M.A.	2.6	4.2	24.2	42.1	26.9	3.87	0.94	
	M.A./M.Sc. or higher	1.3	3.5	24.4	47.2	23.6	3.89	0.84	
environmental conditions	Diploma	12.5	16.2	41.9	19.4	9.6	2.97	1.12	0.259
	B.Sc./M.A.	6.6	15.5	49.6	19.9	7.7	3.07	0.97	
	M.A./M.Sc. or higher	10.0	18.6	39.7	18.3	5.5	2.90	1.03	

Table 2. Frequency, average and SD of the degree of job satisfaction in Semnan health centers separated by genders

Gender	Satisfaction degree (%)					Average	SD
	Very low	low	medium	high	Very high		
Female	2.4	8.7	41.7	44.4	2.5	3.32	0.77
Male	3.9	33.8	23.1	27.9	9.4	2.98	0.83

Also, 29.6% of employees were 20- 29 years old, 44.67% were 30- 39 and 25.73% were aged more than 40 years. In terms of educational level, 21 (22.58%) had high school diploma, 58 (62.36%) had B.Sc./B.A, and 14 (15.05%) had B.Sc./M.A. and higher.

The results of questionnaire analysis in seven items regarding job satisfaction, show satisfaction supervision and leadership (77.2%), management policy (77%), job stability (63.4%), environmental conditions (59.6%), cross-relation between Co-workers (58.6%), salary and benefits (53.4%) and opportunities for growth, development and promotion (53.2%).

The results suggest that female employees are more satisfied than male ($P < 0.05$). Overall, 17.42% of participants had low satisfaction, 41.53% medium and 26.24% had high satisfaction. About the relationship between marital status and job satisfaction, it was shown that job satisfaction score and its components were not significantly different between married and unmarried personnel ($P < 0.872$). Also, a significant difference was observed between job satisfaction and work experience ($P < 0.05$) so that those with higher work experience were more satisfied.

Due to the lack of significant differences between job satisfaction and educational level in a more detailed analysis, job satisfaction areas including supervision and leadership, management policy, job stability, environmental conditions, cross-relation between Co-workers, salary and benefits and opportunities for growth, development and promotion were compared between staff. among the mentioned components, only satisfaction with interaction between Co-workers among the three groups were significantly different ($P < 0.02$).

DISCUSSION

Job satisfaction in health centers, due to the task and responsibility that they have in prevention, care and treatment of humans, is a

necessary and valuable element in health promotion and is of great importance. Job dissatisfaction among personnel not only causes dysfunction regarding quantify of patients affairs, but also the quality of health care is affected [13].

Job satisfaction is not only very important by itself, but also regard to its impact on other aspects of the job attitude of great importance. In fact, by increasing job satisfaction, other aspect of job attitudes such as organizational commitment, job involvement and organizational atmosphere improves. This point can also be seen in proposed models and research carried out by professionals in the field. Keshani have concluded in their studies that women and men in terms of job satisfaction and exhaust are different. Women have higher job satisfaction and exhaust than men [14] which is similar to the results of present study and could be due to the fact that it is the primary duty of men to meet the family's livelihood, but some women have accepted and taken this responsibility for surplus of subsistence allowance for the enjoyment of family. Keshani puts it this way, the relationship between job satisfaction and exhaust is negative, i.e. if there is high job satisfaction, exhaust is low and if there is low job satisfaction, job exhaust is high [14]. Job satisfaction of employees in this study was moderate. Thus, in terms of job satisfaction, it seems that different factors are effective in different portions. The results regarding to the area of supervision showed that the majority of personnel 77.2% was satisfied with the availability of personnel in an emergency and the way of officials' monitoring their work. The results of this study are consistent with the study by Khavari and colleagues [9] in Yazd University and Zia Poor [15] entitled in Kermanshah.

The results of this study, about the relationship between job satisfaction and job experience, also indicate that the satisfaction of employees' welfare and working history had close relations, the results of study by Mirzaee and colleagues

[16] suggest this point, so that employees with less than 5 years of experience were more satisfied with the welfare conditions. One potential reason for this is that, increasing the working history causes personnel to elevate their expectations and to become more aware of their rights, so their consent is less.

Of significant factors associated with job satisfaction is salary that some studies suggest that salary and benefits have the lowest satisfaction rating in the staff of an organization [17-19]. The results of this study also showed that the lowest level of employee satisfaction has been the aspects of salary and benefits, opportunities for growth, development and the promotion while the results of the study by Monjamed and colleagues [20], expressed salaries and benefits as rating the highest satisfaction among employees.

Job satisfaction in terms of interaction with colleagues was moderate with an average of 58.73%. Analyzing of the findings in this aspect have shown that in addition to the variable

interactions with clients and staff, there is a moderate to high level of satisfaction with business partnerships and friendly relations with Co-workers.

These findings suggest that interactions in the study population was relatively good, good organizational environment and not peace as a result of lack of environmental stresses give the employees the chance to use their potential for better and more service to the clients.

According to the present results, promotion and improvement of communication conditions and providing more communication within the organization is recommended to the employees of health care in Semnan to increase their job satisfaction.

ACKNOWLEDGMENTS

Hereby, we thank and appreciate all employees of health care clinic in Semnan who helped this study to be carried out.

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