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Job Satisfaction of Health Deputy Office Experts in Guilan University of Medical Sciences

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ABSTRACT

Job satisfaction plays a significant role in the progress of an organization and the behavior of its work force health. Job dissatisfaction causes increasing absence, quitting of jobs, turnover rate and job accidents. The purpose of this research was to study job satisfaction of Health Deputy Office experts in Guilan University of Medical Sciences. This descriptive and cross-sectional study was conducted in summer 2013. The research population included 187 health experts from 16 district health centers in Guilan province. The sampling was done with census method. The data collection tool was Frederick Herzberg standard questionnaire including 72 questions, which scored with Likert seven-item scale. The collected data were analyzed by calculating descriptive statistics, indices and correlation test using SPSS software, version 18. Pearson correlation test indicated that there was a significant and positive relationship between motivational and hygiene factors (P-Value =0.000). In addition, general satisfaction was significantly and positively associated with motivational and hygiene factors (P-Value =0.000). Considering significant role of job satisfaction in health personnel's performance, it is necessary to improve motivational factors and hygiene factors affecting on job satisfaction including suitable and intimate working conditions, job security and staff encouragement with material and spiritual incentives and to prove the way for innovation and creativity at workplace.

Key words: Job Satisfaction, Guilan University of Medical Sciences, Motivational factors, hygiene factorsCopyright © 2014 Fardin Mehrabian et al. This is an open access article distributed under the [Creative Commons Attribution License](https://creativecommons.org/licenses/by/4.0/).

1. INTRODUCTION

The most valuable asset of organizations is human resource that operates as an engine to provide a continuous service delivery. Job satisfaction is one of the most important factors influencing efficiency and productivity of human resources (1). Job satisfaction is an affecting situation of individuals that is advanced by getting desired gains at work and the feeling of being a member of an efficiently functioning work force and it is defined as the degree to which employees like their jobs (2). Job satisfaction is influenced by the factors including different dimensions such as income rate, workload, job promotion, the job nature, workplace and working conditions (3). Job satisfaction has been considered as a crucial determinant of staff's intention to quit, turnover and changes in work performance (4). This matter is a vital challenge for health care organizations (5). It has been shown that the job satisfaction of health professionals is influenced by some personal and organizational factors, including employee personality, organizing the nature of the work, salary, workload, relationships with co-workers,

training opportunities, perception and leadership styles. Basically, A job satisfaction depends not only on the job characteristics but also, on what employees want in their job (6). In other words, job satisfaction means type of person's attitude towards his/ her job (7). Job satisfaction causes increasing self-confidence and high quality of personnel performance on one hand and causes improving communications on the other hand (8). Job satisfaction is a significant determining factor for performance, sustaining and motivation of health care professionals, all of these are considered as vital factors for improvement of health systems performance in the countries with low and middle income (6). Reviewing published nursing literature indicates that job satisfaction is an emotional reaction to a job, which results from the comparison of real outcomes with desirable, expected and proper outcomes by the responsible authority. Job satisfaction can be evaluated and determined in health care, especially nursing in the hospital environment. Job satisfaction can be endangered by three characteristics: autonomy, interpersonal relationships and patient care (9). Work stress and job dissatisfaction are

recognized as risk factors for health care personnel and causes decreasing personnel performance, quality of care and personnel poorer health (10). If satisfaction of health care providers is not met, the system will not achieve to the desired goals of health programs and the quality health care (11). Herzberg's two factors Theory is one of the job motivational theories, which were developed to describe the motivation of an organization's employees to achieve a higher performance. Herzberg believes that satisfaction or motivation is what makes people work. The unsatisfied and unmotivated people will not work well and people who are satisfied but also not motivated will work well enough in the current situation but will not be willing to change it. Herzberg divided these factors into two categories, including 'hygiene' factors and 'motivator' factors. The 'hygiene' factors are largely "extrinsic" or external to the nature of a job. But, the 'motivator' factors are associated with the job content and are "intrinsic", or found within each individual (12). Several countries have studied job satisfaction in their work system and from various viewpoints. USA has the most job satisfaction (41%), after that countries such as Scotland (%38), England (36%), Canada (33%) and Germany (17%) have the most job satisfaction (13). Developed industrial countries pay large amount of money in order to study annual changes of job satisfaction of their personnel. Payment of such expenses by the mentioned counties indicates the high importance of job satisfaction but these things has not been taken so much into consideration practically in Iran. Doubtlessly, dissatisfied individuals will have no desirable efficiency. Job dissatisfaction causes increasing absence, quitting of job, turnover, job accidents and even decrease of satisfaction with life and the like (14). Long-term disregarding towards job satisfaction disorders an organization's system and causes breach, decrease of accountability and finally work quit. Since there was no comprehensive study for job satisfaction of the experts of Guilan health care centers, the researchers put their hope that the comprehensive results of the study may pave the way for improvement of job satisfaction of the experts working at health care centers.

2. MATERIALS AND METHODS

This research is a descriptive and cross-sectional study. The study population includes 180 experts of health care centers affiliated to Health Deputy Office in Guilan university of Medical Sciences. Sampling of the study was done by census method of the experts of health care centers in the towns of Guilan province. The health centers in 16 towns of Guilan province were operational during the study. The participants' inclusion criteria to the study included: holding associate degree, at least one year of work experience and notice of consent for participating in this study. Data collection tool was a two-section questionnaire: demographic information section and Herzberg standard questionnaire. Dalt et al. (1996) in the

form of Herzberg two-factor theory prepared the Herzberg questionnaire. Herzberg in the model of self-motivation, which is also known as two-factor theory, has divided the requirements into two separate factors. The first ones are the factors and conditions that lack of them causes dissatisfaction, but providing them shall not cause severe and strong motivation but only prevents from dissatisfaction. The first factors are hygiene factors that affect sustaining of existing status or survival factors. Second category includes the factors affecting motivation, which causes motivation and satisfaction of persons, but lack of them causes a weak dissatisfaction. This questionnaire includes 72 phrases and there is 7-degree scale that the answerer is requested to carefully read phrases and then determine his/her success to any phrase with choosing the rate from 1 to 7. Degree 1 shows lowest success and degree 7 shows most success. These questionnaires include 36 phrases of personal satisfaction, 36 job satisfaction in which of them both motivational factors and hygiene factors exist. Validity of personal satisfaction questionnaire is 93.7% and validity of job satisfaction questionnaire is 92% (15). Having obtained permit from the concerned authorities, the questionnaires were distributed among the studied persons and after answering by them, were collected. In order to analyze the gathered data, calculation of descriptive statistics, indices and correlation test were used, by applying SPSS software, version 18.

3. RESULTS AND DISCUSSION

The research population contained 42.2% men and 57.8% women. In terms of marital status, 85% of them were married and 15% were single. In terms of education level: 2.8% had Diploma, 11.7% had Associate degree, 70.6% held a Bachelor's degree, 6.7% held a Master's degree, and 8.3% had Ph.D. Also 31.1% of the participants had less than 10 years' work experience, 38.3% had between 11 to 20 years work experience and 30.6% held between 21 to 30 years work experience. Besides, 16.1% of the participants were in age group under 30 years, 32.2% of them were in age group between 31 to 40 years, and 51.7% were in age group over 40 years. The findings indicated that 28.9% of participants had high job satisfaction (361-504), 68.3% had middle job satisfaction (216-360), and 2.8% had low job satisfaction (72-215). Pearson correlation test showed there was no significant relationship between job satisfaction and the variables such as age, sex, marital status, work experience and type of employment, while job satisfaction had significant and positive relationship with education level (P-value < 0.05). (Table1)

Table1 . Pearson correlation between general satisfaction with demographic and occupational variables of the participants

No.	Variable	P-value
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1	Age	0.14
2	Sex	0.71
3	Marital Status	0.94
4	Education Level	0.02
5	Work Experience	0.09
6	Type of Employment	0.4

hygiene factors (P-value= 0.000) and general satisfaction was related to motivational and hygiene factors significantly and positively (P-value= 0.000). Analysis of the gathered data indicated that 67.1% of men and 69.2% of women had middle job satisfaction. The highest level (86.2%) of middle job satisfaction belonged to the age group less than 30. In addition, 68.6% of married participants had middle job satisfaction. Among different education levels, 100% of the participants holding diploma had high job satisfaction and 80% of the participants holding PhD had middle job satisfaction. Likewise, the highest rate of middle job satisfaction was linked to work experience less than 10 years (76.8%), and the employment type of contract (80%)The scores of job satisfaction, according to the different variables such as age, sex, marital status, education level, work experience and type of employment, are presented in Table 2 .

Pearson correlation test showed that there was a significant and positive relationship between motivational factors and

Table 2 . Job Satisfaction Level based on Various Variables

No.	Variable	High (361- 504)		Middle (216- 360)		Low (72- 215)		
		Frequency	Percent	Frequency	Percent	Frequency	Percent	
1	Sex	Male	22	28.9	51	67.1	3	3.9
		Female	30	28.8	72	69.2	2	1.9
2	Age	< 30	4	13.8	25	86.2	0	0
		31- 40	15	25.9	41	70.7	2	3.4
		> 41	33	35.5	57	61.3	3	3.2
3	Marital Status	Married	44	28.8	105	68.6	4	2.6
		Single	8	29.6	18	66.7	1	3.7
4	Education	Diploma	5	100	0	0	0	0
		Associate	7	33.3	13	61.9	1	4.8
		BSc	34	26.7	91	71.7	2	1.6
		MSc	4	33.3	7	58.3	1	8.3
		PhD	2	13.3	12	80	1	6.7
5	Work Experience	< 10	13	23.2	43	76.8	0	0
		11- 20	25	36.2	40	58	4	5.8
		21- 30	14	25.5	40	72.7	1	1.8
6	Type of Employment	Official	40	29.4	91	66.9	9	3.7
		Contract	8	20	32	80	0	0

The average scores for motivational factors, hygiene fac

tors and general satisfaction were 175.5, 157.1, and 332.5, respectively. The percentages of middle job satisfaction

were 52.8% for motivational factors, 75% for hygiene factors, and 68.3% for general satisfaction. Table 3 shows

the scores of motivational factors, hygiene factors and general satisfaction of the participants (Table 3).

Table 3 . The scores of motivational factors, hygiene factors and general satisfaction of the participants

No.	Variable	Mean	Max. Score	Min. Score	Satisfaction level		
					High	Middle	Low
1	Motivational Factors	175.5	244	91	45.6	52.8	1.7
2	Hygiene factors	157.1	227	72	20	75	5
3	General satisfaction	332.5	467	180	28.9	68.3	2.8

This study results showed that job satisfaction of health deputy office experts in Guilan University of Medical Sciences were in high and middle level which consisted with the results of Al-Enzi (16) research about job satisfaction of nurses in Kuwait, but does not consist with the findings of Shigli (17) study on Faculty Member of Indian Dentistry clinics. In present study there were no significant relationships between job satisfaction and the variables such as age, sex, marital status, work experience and type of employment that do not consist with the study of Dawal (18) which showed the relationship of age and sex with job satisfaction. While, these results consisted with Kumar’s (11) research that age and education level of health care providers did not show any significant difference in job satisfaction. The qualitative research of Davy (19) by a structured interview with 12 personnel of health care at outpatient ward of nutrition disorders showed that the most number of participants had a proper job satisfaction in communication with the patients, but job satisfaction related to their organizational factors were weak. The study results of Blaauw (6) showed that about 52.1% of health centers staff in South Africa had job satisfaction in comparison with 71% in Malawi and 82.6% in Tanzania. The results of Ge (20) study showed that job satisfaction among health personnel in two cities of China was in middle level, it means that their satisfaction with their job was not completed. These results adjusted with the present study to some extent, but it does not consist with the study of Kumar (1) which documented a relatively low level of overall satisfaction among workers in health care organizations of public sector. According to the findings of this research, there was a significant and positive relationship between motivational factors and hygiene factors. It means improvement of motivational factors will cause hygienic factors improvement and vice versa; the circumstances required for improvement of motivational factors will be provided by the improvement of hygiene factors. There is also a positive relationship between job satisfaction and education level. It means that job satisfaction of those holding higher education is more

than that of those holding lower education level and it seems increase

of education level causes better administrative position, more salary and wages and capability of persons and as a result, more satisfaction and this results adjust with the study of Collins (21) who believes that education achievement causes job satisfaction. According to this research, satisfaction of motivational factors is more effective than hygiene factors; and it seems that hygiene factors including salary and wages, overtime work, etc. plays an important role in decreasing satisfaction. Considering the results, it is recommended to study the subject of job satisfaction relationship with issues such as work absence and stress in the future research.

4. CONCLUSION

Since, satisfaction rate is one of the motivational factors, which is more effective than hygienic factors; therefore, in order to decrease dissatisfaction and increase satisfaction of the experts, it is necessary to pave the way required for increase of salary and wages, overtime work and equity in payments. In addition, the significant relationship between job satisfaction and education level, promotion and encouragement of personnel for continuation of study in higher degrees deserves to be given more attention. Since there is positive and meaningful relationship between motivational and hygiene factors and may provide the circumstances for general satisfaction, the motivational and hygiene factors should be taken into consideration simultaneously and fairly.

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AUTHORS CONTRIBUTION

This work was carried out in collaboration between all authors.

CONFLICT OF INTEREST

The authors declared no potential conflicts of interests with respect to the authorship and/or publication of this article.

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