

Job Satisfaction and Development of a Human Resource Management Policy

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Abstract: Job satisfaction is a key factor influencing effectiveness, efficiency and also productivity. The objective of this study was to investigate Tehran University of Medical Sciences employees' job satisfaction and prioritize the criteria for improving job satisfaction. Data were gathered on all units of hospitals, primary health centers, health facilities and colleges of Tehran University of Medical Sciences by a questionnaire. By using the Spearman test we found a negative correlation between overall job satisfaction and age ($p = -0.157$), and between overall job satisfaction and job experience ($p = -0.325$). Job dissatisfaction was found in 2 scopes: career development and compensation and benefits. This study gives the insight to develop the job satisfaction by calculating weights of each factor and prioritizing them. This model can be used by other countries.

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Key Words: Job Satisfaction; Human Resource Management; Analytical Hierarchy Process; Tehran University of Medical Sciences

1. Introduction:

Human resource plays a key role in supporting and maintaining organizations. Employees are also the most important part in organizations and are strategic in organization competitions [1]. The term of Human resource principles [2] talks about the employee values, beliefs, and norms regarding what drive the performance and the allocation of the organizational resources. [3].

One of the key and strategic elements in health system is human resources management practices because of its effective role on health professionals in health care organizations. According to evidence in the literature, effective human resources management practices lead to have healthy workers, satisfied employees, lower absenteeism and turnover, financial advantages and better quality of care given to patients [4]. So human resource managers should develop different aspects of job satisfaction across time to have qualified care and better outcomes [5].

Job satisfaction has been defined as the spectrum by tow ends, like or dislikes the jobs [6]. It also identifies how an employee feels about his job [7]. In some other literatures, job satisfaction defined as the

extent of positive emotional state regarding work or work experience [8]. However, the definition of job satisfaction differs according to where emphasis is put.

Employees with high levels of job satisfaction may have positive attitudes toward their jobs and this makes them more productive; while dissatisfied employees have negative attitudes about their jobs [9].

Dissatisfied health workers may be more likely to experience low productivity and provide unqualified care [10] and their health has implications for stability in the health care provider workforce [11].

Job satisfaction was studied a lot in the field of organizational behavior [12]. It seems that job satisfaction is an important issue due to several studies recognized job satisfaction as a key factor influencing effectiveness, efficiency and also productivity [13-15]. Managers and researchers are interested in job satisfaction studies because of its relevance to organizational outcomes [16].

In some studies it was revealed that analysis of job satisfaction and dissatisfaction factors and the awareness of the managers of these factors make some positive changes in work place [17]. In another hand some authors found that different work climate

characteristics had statistically significant correlations to job satisfaction [18].

Therefore, the objective of this study was to investigate Tehran University of Medical Sciences employees' job satisfaction and prioritize the criteria for improving job satisfaction.

2. Materials and Method:

Data were gathered on all units of hospitals, primary health centers, health facilities and colleges of Tehran University of Medical Sciences. We collected 2490 questionnaires out of a total of 2585 by using a convenience sample. Response rate was 96.3% (some employees were too busy to complete the questionnaire or stopped the procedure before finishing). Employees were asked to participate in the study on a voluntary basis, so there were no ethical problems for the participants and their privacy were strictly protected. Trained research assistants handed the questionnaires to the participants and later collected them after completion.

The questioner included four dimensions: career development, relationship with management, compensation and benefits, and work environment. A five point Likert scale (from 1 = very dissatisfied to 5 = very satisfied) was used for this section. Scales were checked for content validity through expert review and reliability with a Cronbach's alpha of 0.91 respectively, which means that scales were internally reliable.

The Analytical Hierarchy Process (AHP) technique was developed by Saaty as a powerful instrument used for multiple criteria decision making purposes [19]. AHP uses pair wise comparisons to identify the priority of alternatives in a multi-criteria decision-making problem [20]. At the top of the hierarchy in this study is the health center performance.

AHP basically enables decision-makers to prioritize the alternatives making a series of tradeoffs. First, we should define the criteria. Second, make a series of pair wise comparisons. Third, estimate relative weights for measurement of overall performance [21].

After revealing the dissatisfaction factors, 8 experts estimated relative weights by using AHP method. Application of AHP to rank-order the factors required 3 steps. In Step 1, the main dissatisfaction factors were identified.

In Step 2, seven experts made comparisons among health dissatisfaction factors and discussed why a given factor would be more or less important than another and the degree of the difference. In order to help the comparison it was created a nine-point scale of importance between two criteria. The suggested numbers to express degree of preference

between each two criteria are shown in Table 1. Intermediate values (2, 4, 6 and 8) can be used to represent comparisons between the preferences.

Table 1: Nine point scale and its description

Definition	Intensity of importance
Equally importance	1
Moderately more importance	3
Strongly more importance	5
Very Strongly more importance	7
Extremely more importance	9

In Step 3, researchers calculated the weights for each factor.

The data analysis was performed with SPSS version 16.0 to evaluate job satisfaction strengths and weaknesses in Tehran University of Medical Sciences. The data of the participants can be seen in detail on Table 2. After revealing the job dissatisfaction items, the experts estimated relative weights by using AHP method. The researchers calculated the weights for each factor by K. Goepel Version 9.5.2012 software.

3. Results:

Of the employee who participated in the survey 51.5% were female (1284 questionnaires), and 48.5% were male (1206 questionnaires). Medical staff made up 56% (n = 1392), and administrative personnel 44% (n = 1098) of the total sample. The age of the personnel who answered the questionnaire varied from 19 to 60 years old, with an average of 38.9 years. 1087 were married (43.7%) and 1403 (56.3%) were single. Job experience varied from 1 to 30 years with men having 14.6 years experience on average. The demographic profile of the participants can be seen in detail on Table 2.

Table 2: Demographic profile of Respondents

		Medical Staff		Administrative Employee	
		N	%	N	%
Gender	Male	543	41	663	56.9
	Female	782	59	502	43.1
	Total	1325	100	1165	100
Age	Mean	37.2		40.6	
	Min-Max	21-58		19-60	
Marital status	Married	446	33.6	641	55
	Unmarried	879	66.4	524	45
	Total	1325	100	1165	100
Job experience (years)	Mean	13.7		15.5	
	Min-Max	1-28		1-30	

By using the Spearman test we found a negative correlation between overall job satisfaction and age ($p = -0.157$), and between overall job satisfaction and job experience ($p = -0.325$). In order to check the correlation of other variants with the employees' job satisfaction, we used Mann-Whitney U test, at 0.05 level of statistical significance. A statistically

significant difference was found between male and female personnel. Male personnel tend to be more satisfied with their job ($p = 0.005$) than female with the same job.

Administrative personnel tend to be more satisfied with their job ($p < 0.0005$) than medical staff. All results are summarized in Table 3.

Table 3: Summary of results

	Spearman test	Mann - Whitney U test
Age	-0.157	
Job experience	-0.325	
Gender		0.005
Specialty		< 0.0005

The mean value of the overall job satisfaction was close to moderate (59.85 ± 7.16). In table 4 all aspects of job satisfaction is summarized. Job dissatisfaction was found in 2 scopes: career development and compensation and benefits. The lowest scores were belonged to benefits and academic educational degree.

Table 4: The level of job satisfaction

	Medical Staff	Administrative Employees
Career development	43.77	39.92
Relationship with management	70.51	78.85
Compensation and benefits	38.13	42.29
Work environment	68.23	73.16

The 2490 participants selected 2 main dissatisfied items: benefits and possibility to develop educational degree and then the AHP hierarchical structure for this study appeared in Figure 1.

Table 5 presents the final matrix of dissatisfaction items and respective normalized weights.

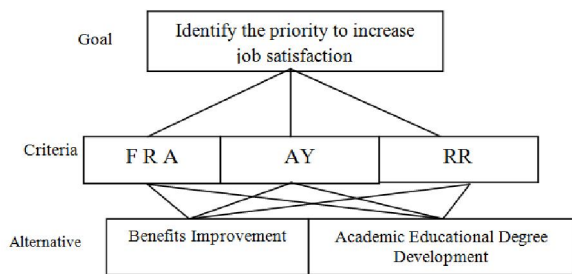


Figure 1. Hierarchy structure for prioritizing the alternatives

The experts made pair wise comparison of the criteria with respect to the goal. In this study there are three criteria: Financial Resource Availability (FRA), Attainability in 2 Years (AY), Rules and Regulations

(RR). The comparison results and the weights of three criteria are shown in Table 5.

Table 5: Normalization Matrix and the Final Weights

n	1	2	3	1st	Weights
	normalized matrix				
FRA	0.39	0.49	0.37	42%	39%
AY	0.08	0.10	0.13	10%	11%
RR	0.53	0.40	0.50	48%	50%

Inconsistency ratio= 3.6%

Rules and regulations have the highest weight for decision making and attainability in 2 years has the lowest priority. Similarly the experts made pair wise comparisons of the alternatives with respect to the three criteria in the higher level. The comparison and weights are 28.5% for academic educational degree and 71.5% for benefits improvements. So we suggest emphasizing on the benefit improvements.

4. Discussion:

Human resource managers, supervisors, human resource specialists, employees, health care providers, medical staff and patients are concerned with ways of improving job satisfaction [22]. We found 2 items as the important dissatisfaction factors in employees of Tehran University of Medical Sciences and found different criteria which had impact on improving the dissatisfaction factors.

When we identified benefits and academic educational degree as dissatisfaction factors in our research, a study among Chinese community health workers revealed that stress and burnout were important predictors of intrinsic and extrinsic job satisfactions [23].

We assumed that three criteria had impact on improving the dissatisfaction factors as Financial Resource Availability, Attainability in 2 Years, Rules and Regulations, Iliopoulos identified that internal marketing has a positive effect on the job satisfaction of hospital staff in Northern Greece [24].

We suggest developing the three mentioned criteria to decrease the job dissatisfaction. Different studies support us in this issue [22, 24].

We conducted our study in both medical and non medical employees of Tehran University of Medical Sciences. We believe that a human resource manager should include not only medical staff satisfaction but also the other employees we include our study.

This study gives the insight to develop the job satisfaction by calculating weights of each factor and prioritizing them. This study is unique because a new methodology was used to prioritize the alternatives for increasing the job satisfaction.

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