

### Job Satisfaction and Its Influential Factors

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#### ABSTRACT

**Background:** This study aimed at determining the job satisfaction level of the staff in Shahroud University of Medical Sciences (SUMS), northern Iran, and its influential factors.

**Methods:** In this descriptive study, conducted in 2008, the participants were 384 workers in SUMS selected through simple random sampling procedure. The participants received a 33-item questionnaire in a Likert format (8 general items and 25 items related to job satisfaction facets). The collected data in form of frequencies and percentages were analyzed with SPSS software.

**Results:** 53.4% of interviewees were female and more than 60% had associate or higher degrees. 42.6% had less than 10 yr and 30.9% had 20 to 30 yr of job experience, respectively. The mean of the overall satisfaction was 13.02 out of 20. Regarding the facets of job satisfaction, work, coworkers, supervisor, and promotion had the highest means, respectively. Pearson and Spearman correlation coefficients showed a significant relationship between overall satisfaction and the facets ( $P= 0.001$ ). Analysis of variance also showed significant difference in overall satisfaction based on organizational units; however, no significant relationship was observed between overall satisfaction and gender, degree, age, job experience and type of employment.

**Conclusion:** Improvement of promotion process, training and qualifying managers, observing meritocracy principles in appointments, using cooperative management, creating convivial and friendly atmosphere and improving work environment conditions, have brought about an increase in overall satisfaction of employees in SUMS.

#### Introduction

The effectiveness and productivity of an organization depends on the development and nurturing of its staff. It is neither possible nor practical to increase the productivity of an organization without considering the optimal exploiting of the staff's capabilities. Thus, effective management and application of its appropriate methods and procedures have assumed considerable importance [1].

It is commonly said that "a happy worker is an effective one" and a happy worker should be satisfied with his job. The importance of job

satisfaction results from the fact that most people spend about half of their waking hours at work [2].

Job satisfaction is one of the important factors playing role in job accomplishment and results to greater effectiveness, efficiency and productivity as well as personal satisfaction feelings [3].

Human resources are the most valuable resources in an organization and assuring workers' job satisfaction is one of the most important factors of professional accomplishment and organizational efficiency and productivity [4]. Job satisfaction is one of the factors, which can moti-

vate and bring about the feeling of loyalty in the workers and can be beneficial to the development and improvement of the organization [5]. Appropriate measurement of personnel satisfaction will increase the rate of staff's cooperation and subsequently, the organization will be able to make reasonable relations between work processes, clients' satisfaction, and profitability.

Personnel or service providers are the people who play a constructive role in the organization success. Therefore, it is important for the managers to have a thorough and clear view of their needs and expectations and use this in planning and organizational goal setting [6]. Hence, managers are expected to know the importance of this in the measurement of workers' performance via establishing relationship with their staff. Moreover, workers are directly involved in input, output, consequences, processes, performance and any other important aspects of the organization; therefore, their involvement in the organization affairs and taking their views into account will have the major benefit of increasing their cooperation in the improvement and achievement of organizational aims through creating a positive organizational culture and establishing appropriate conditions.

Management specialists believe that the increase in job satisfaction leads to human resources development, and that satisfaction is directly related to productivity so that higher satisfaction will bring about higher productivity and will consequently result in the elevation of the organization. In contrast, with the job satisfaction's lowering, not only administrative delinquencies will increase, but also much harm will be done to the organization.

Regarding the importance of satisfaction in the management of human resources development, the satisfaction level, and its influential factors should precisely be investigated so that the managers can plan to eradicate the influencing factors and therefore pave the way for employees' satisfaction and accordingly increasing the effectiveness and efficiency of the organization [7, 8].

Efficient workforce is one of the most important resources in an organization and in fact, the central core of organization activities is based

on human resources and the way they are employed to perform different tasks to achieve organization goals.

Because of the important role human resources in universities of medical sciences have in people's health and sanitary, their job satisfaction needs to be investigated and appropriate solutions and strategies should be found to boost this satisfaction so that proper and timely services can be provided for the clients [9].

In the field of health care services, human resources are the most valuable and the most expensive of resources; furthermore, they are the means of optimal and reasonable usage of other resources and changing them into services. This is achievable when the personnel are adequately motivated and are satisfied with their job.

Job satisfaction is a personal attitude toward the job and it shows how well the staff's expectations are compatible with the rewards the work or organization provides for them [10]. Moreover, it is an effective factor in staff's retaining in their positions, and influences the accomplishment and efficiency of people and the improvement of the quality of services they provide; it is also a tool in the hands of managers to maintain and preserve the personnel. Undoubtedly, job satisfaction is of paramount importance and due to consequences such as reduction in work absence and leave or resignation, promotion of the personnel and society's health as well as achievement of organization goals and its elevation that it might have, it should receive the special attention of the managers.

As it was mentioned, staffs are the most important resources of an organization that directly perform the organizational activities via spending the other sources, and organizational success or failure is undeniably related to their job satisfaction. Job satisfaction is one of the constructs that has achieved a special position in the science of management [7].

Noting the importance of job satisfaction for the success of an organization and noting the lack of significant research projects in this regard, this study aimed at investigating the job satisfaction of workers in Shahroud University of Medical Sciences (Shahroud, northern Iran), and

tried to determine the factors that might influence employees' job satisfaction.

## Materials and Methods

This research was a cross-sectional and applied study. Noting the previous studies done on this area and using the complete list of the workers in the university, a sample of 384 people were selected through simple random sampling with a confidence interval of 95% and an error of 5%. The target population included 1300 workers in the related units of the university. The data were collected using a self-filled questionnaire. The job satisfaction questionnaire included 33 Likert items (8 general items and 25 items related to job satisfaction facets such as work, supervisor, coworkers, and promotion. The maximum average score of every facet was five and total score, which showed the overall or global satisfaction, equaled 20. Validity of questionnaire was verified by experienced experts and the reliability index of the present questionnaire found for Cronbach's Alpha was 0.92.

The data obtained was analyzed with SPSS software, version 11.0 (SPSS Inc, Chicago, IL, USA). Data are given as mean±SD for quantitative variables and counts as well as percentages for categorical variables. Chisquare test for nominal variables and Student's *t*-test (two-tailed) were used to determine the significance of difference between two numeric variables. One-way analysis of variance was applied to determine the significant differences between job satisfaction facets. Level of statistical significance was chosen 5%.

## Results

From 384 participants, 53.4% were male, 46.6% were female, and the overall satisfaction mean score was 13.02±2.9. Analysis of variance showed no significant relationship between the overall satisfaction mean score and gender, education level, job experience, kind of employment and age (Table1).

Comparing the overall satisfaction mean score based on the level of education, showed that increasing the level of education, caused the

mean of satisfaction to increase, although it was not statistically significant. Regarding the age of the participants, workers with the age of 50 yr and higher showed higher levels of job satisfaction.

**Table1:** Satisfactions mean scores and t-test results based on age, gender, level of education, work experience

Variable	Mean	V
<b>Gender</b>		0.7
Male	12.95±2.88	
Female	13.07±2.85	
<b>Level of education</b>		0.745
Under high school diploma	12.84±2.77	
High school diploma	12.69±2.61	
Associate degree	12.95±3.25	
BA/BS degree	13.16±2.98	
MA/MS degree	13.75±2.53	
<b>Work experience</b>		0.59
Less than 10 years	12.79±2.62	
10-20 years	13.08±3.05	
20-30 years	13.28±3.05	
<b>Type of employment</b>		0.08
Official	13.08±2.89	
Short-term (Peymani)	12.17±2.96	
Public commitment	13.25±2.28	
Short-term (Gharardadi)	19.13	
<b>Age</b>		0.94
25-34 years old	13.04±2.49	
35-44 years old	12.98±3.07	
45-54 years old	12.95±3.36	
≤55 years old	13.88±2.88	

Table 2 shows mean scores of the different facets of job satisfaction as well as the correlation coefficients of these facets with the overall satisfaction. As the results indicate the highest correlation is between the overall satisfaction and supervisor, and between overall satisfaction and coworkers ( $r=0.82$ ).

**Table 2:** Correlation of overall satisfaction and facets of satisfaction

Facet of Satisfaction	Mean	Correlation	P.V
Work	3.43±0.69	0.67	0.001
Supervisor	3.27±1.08	0.82	0.001
Coworkers	3.3±0.91	0.82	0.001
Promotion	3.02±1.02	0.76	0.001
Overall Satisfaction	13.02		

The leading factors influencing the work facet of satisfaction in the staff were feeling of having a useful and valuable job, being interested in the job, feeling of usefulness in the work environment, taking pride in the job, feeling of goal accomplishment, having non-monotonous job and continuous on-the-job training.

The main factors influencing the coworker facet of satisfaction in the staff hierarchically were friendly manners of coworkers, intelligence, and capability of coworkers, responsibility of coworkers and team working.

The major factors influencing the supervisor facet of satisfaction in the staff hierarchically were having qualified supervisors, providing assistance and counseling to workers by the supervisor, respecting the staff's opinions and suggestions by the supervisors, and giving feedback to workers on their job performance.

The most important factors influencing the promotion facet of satisfaction in the staff hierarchically were suitable and justifiable job promotion merely based on capability not favoritism, and providing the staff with facilities to pursue their education.

## Discussion

Results of data analysis indicate that the staff views facets of work, coworker, supervisor, and promotion as the most important facets of job satisfaction. All the hypotheses of the study on the relationship between the overall satisfaction and the facets were statistically confirmed. It was also shown that there was not a significant relationship between overall satisfaction and factors such as gender, age, and level of education, work experience, and type of employment. These findings are in accordance with the results of a study done in Ghazvin<sup>[11]</sup>. Moreover, the findings of this study are in line with those of Kamkary<sup>[8]</sup> who also found a significant relationship between overall satisfaction and gender. However, the studies by Dehbashi<sup>[12]</sup> and Ranai Ashkiki<sup>[10]</sup> did not show such a relationship.

Despite the findings of Dehbashi<sup>[12]</sup>, Ranai Ashkiki<sup>[10]</sup>, Koari<sup>[13]</sup>, Mirbagheri<sup>[14]</sup>, Khoshbakht<sup>[15]</sup> and Azarbin<sup>[16]</sup>, the results of this study did not show any significant relationship

between overall job satisfaction and factors such as level of education, age, work experience, and type of employment. Narimani<sup>[17]</sup> found a significant relationship between the level of education and job satisfaction. He stated that with the increase of level of education, the job satisfaction of the employees would also increase. This finding does not accord with our results.

## Conclusion

At SUMS, measures such as improving job promotion processes, training and enabling the managers and following merit system in their appointment and promotion, applying cooperative management methods, providing and improving friendly work environments, giving feedback to workers on their performance and respecting workers' beliefs as well as ideas have led to the overall job satisfaction of the workers, and taking these factors more into account will also bring about better performance and effectiveness of workers and ultimately the accomplishment of organizational goals.

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