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Job Satisfaction in Health Care Industry in Private Multi-Speciality Organization: A Literature Review

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ABSTRACT

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

KEYWORDS: Performance; Rewards; Recognition; Advancement and Growth.

INTRODUCTION

Job satisfaction has been discussed in a number of ways, but all definitions generally construe it as a multi dimensional concept which measures a worker's positive emotions / attitude towards his/her job (Locke, 1976). Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. Job satisfaction describes how happy an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Logic would dictate that the most satisfied (happy) workers should be the best performers and vice versa. This is called the "happy worker" hypothesis. However, this hypothesis is not well supported, as job satisfaction is not the same as motivation or aptitude, although they may be clearly linked. A primary influence on job satisfaction is the application of Job design, which aims to enhance job satisfaction and performance using methods such as job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include management styles and culture, employee involvement, empowerment, and autonomous work position. Job satisfaction is a very important attribute and is frequently measured by organizations.

1 IMPORTANCE OF JOB SATISFACTION

The importance of job satisfaction specially emerges to surface if had in mind the many negative

consequences of job dissatisfaction such as lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicator of organizational activities. Through job satisfaction evaluation, different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

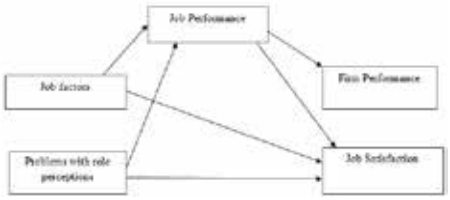
2 MODELS OF JOB SATISFACTION

I. CHRISTEN, LYER AND SOBERMAN MODEL

Christen, Lyer and Soberman (2006) provided a model for job satisfaction presented in Figure 1 in which the following elements are included:

- Job related factors,
- Role perceptions,
- Job performance and
- Firm performance

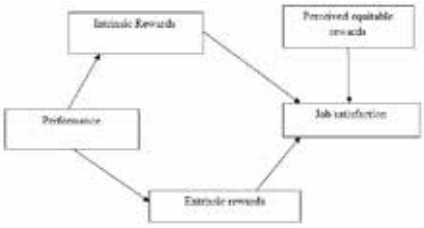
FIGURE 1: CHRISTEN, LYER & SOBERMAN – MODEL OF JOB SATISFACTION



II. PORTER AND LAWLER MODEL

Lawler and Porter (1967) gave their model of job satisfaction which unlike the previous model places a special importance on the impact of rewards on job satisfaction.

FIGURE 2: PORTER AND LAWLER MODEL OF JOB SATISFACTION



According to this model the intrinsic and extrinsic rewards are not directly connected with job Satisfaction as employee's perceptions on the deserved level of pay varies.

III. LOCKE AND LATHAM MODEL

Locke and Latham (1990) provide a different model of job satisfaction. They proceed from the assumption that the objectives set at the highest level and high expectations for success in work provides achievement and success in performing tasks. Success is analyzed as a factor that creates job satisfaction. This model is presented as follows.

FIGURE 3: LOCKE AND LATHAM MODEL OF JOB SATISFACTION



3 FACTORS OF JOB SATISFACTION

Job satisfaction is under the influence of a series of factors such as: The nature of work, salary, advancement opportunities, management, work groups and work conditions.

A different approach regarding the factors of job satisfaction is provided by Rue and Byars.

FIGURE 4: DETERMINANTS OF SATISFACTION AND DISSATISFACTION



When considering the factors of job satisfaction the fact that they cause job dissatisfaction must be kept in mind. Therefore the issue weather job satisfaction and job dissatisfaction are two opposite and excludable phenomena? There is no consensus regarding this issue among authors. Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction.

Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors).

TABLE 1: JOB SATISFACTION FACTORS

Hygiene Factors	Motivators
Company policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Status	Growth
Job security	

4 MEASURING JOB SATISFACTION

Usually job satisfaction is measured by using general scientific research methods such as the questionnaire. Some of the most commonly used techniques for measuring job satisfaction include:

- Minnesota satisfaction questionnaire and
- Job description index

The Minnesota Satisfaction Questionnaire is a paper-pencil type of a questionnaire and can be implemented both individually and in group, but it does not take gender differences into consideration. This questionnaire has one short form and two long forms that date from 1967 and 1977. In fact 20 work features in five levels are measured with this questionnaire. Responding to this questionnaire usually takes between 15-20 minutes.

The 1967 version of the Minnesota Satisfaction Questionnaire uses the following response categories:

a) Not satisfied,
b) Somewhat satisfied,
c) Satisfied,
d) Very satisfied and
e) Extremely satisfied.

The 1977 version of the Minnesota Satisfaction Questionnaire uses the following response categories:

a) Very satisfied,
b) Satisfied,
c) Neither satisfied nor dissatisfied,
d) Dissatisfied and
e) Very dissatisfied.

If compared it is obvious that in a way the 1977 version of this questionnaire is more balanced compared to the 1967 version. This questionnaire contains the following aspects of job

- Co-workers
- Achievement
- Activity
- Advancement
- Authority
- Company Policies
- Compensation
- Moral Values
- Creativity
- Independence
- Security
- Social Service
- Social Status
- Recognition
- Responsibility
- Supervision-Human Relations
- Supervision-Technical
- Variety
- Working Conditions

The Job Description Index is one of the most widely used techniques for measuring job satisfaction. It is a simple and easily applicable method. The measurement of strength and weakness within each factor are a sign as in which field improvement and changes are necessary.

This questionnaire allows acquisition of information on all major aspects of work and takes gender differences into consideration. This questionnaire was first introduced in 1969 and it measures five major job satisfaction aspects with a total of over 70 potential job descriptions.

The factors considered by the job description index are:

- The nature of work,
- Compensation and benefits,
- Attitudes toward supervisors,
- Relations with co-workers and
- Opportunities for promotion.

Descriptors on each of the five factors can be evaluated with three potential options by the employees: 1 which means that the description is relevant, 2 which means that the description is not relevant and 3 that means that the employee does not have an opinion.

5 EFFECTS OF JOB SATISFACTION

Job satisfaction causes a series of influences on various aspects of organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism are analyzed as part of this text.

The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. For example a comprehensive meta-analysis of the research literature finds only a.17 best-estimate correlation between job satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily

lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally there is still considerable debate whether satisfaction leads to performance or performance leads to satisfaction (Luthans, 1998).

Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty is

usually measured with the Loyalty Questionnaire and can cause serious negative consequences when not in a high level.

Usually three types of employee loyalty are considered: affective loyalty, normative loyalty and continuity loyalty. Affective loyalty has do with the cases when an employee feels an emotional connection to the company, normative loyalty is a sort of loyalty that appears in cases when the employee feels like he vows something to the company and continuity loyalty comes as a result of the fact that the employee does not have an opportunity to find a job somewhere else.

Research conducted by Vanderberg and Lance (1992) during which they surveyed 100 professionals in the information services for five months showed a strong relations between job satisfaction and employee loyalty.

Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty.

Employee absenteeism causes serious additional costs for companies, therefore managers are in permanent pursue of ways on how to decrease and reduce it to its minimum. Probably, the best way to reduce employee absenteeism would be through a increase in the level of employee satisfaction. The main idea behind this approach is that the higher the degree of job satisfaction is the lower employee absenteeism should be.

When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. However as with the other relationships with satisfaction, there are moderating variables such as the degree to which people feel their jobs are important. Additionally, it is important to remember that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism.

CONCLUSION

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Although thousands of papers and research have been conducted on job satisfaction all over the world, in the Republic of Macedonia this is one of the least studied research fields. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees.

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