



INVESTIGATING THE IMPORTANCE OF HUMAN RESOURCE ACTIVITIES IN JOB SATISFACTION IN PRIVATE HOSPITALS IN TEHRAN

Sanaz MIRCHI

Department of Public Management, Faculty of Human Resource Management, Islamic Azad University Central Tehran Branch, Iran.

Email: sanaz_mirchi@yahoo.com

ABSTRACT

The present study aims to define the relationship between human resource management activities and job satisfaction of employees in service organizations, and in particular in private hospitals. The purpose of this study is to examine the definitions of job satisfaction and corporate studies in a specific framework, as well as to determine the mutual impacts of job satisfaction and training, evaluation, job planning, communications, job definition, rewarding, and preferential activities that are referred to as human resource management activities. Then, the study conducted on human resource activities is analyzed. The study has been conducted on human resources of white and dark blue clothing working in five private hospitals in Tehran. Survey method has been used to collect the research data. SPSS22 software has also been used to analyze the collected data. Factor analysis, reliability analysis, correlation analysis and regression analysis are related to testing the hypotheses which have been done for analyzing the data. In addition, means and standard deviations of variables are related to descriptive statistics that have been presented in the study.

Keywords: Human Resource Activities, Job Satisfaction, Human Resource Activities Scale, Minnesota Satisfaction Questionnaire.

INTRODUCTION

Since service organizations are compact businesses, effectiveness of human resource (HR) activities and employee job satisfaction are very important in them. In health and medical institutions that are part of service industry, employees are one of the most important and top resources.

Performance and capacity of employees are important factors that affect success of institutions and organizations. High performance and job efficiency of employees depend on their feelings of job satisfaction. Appellabum, E., Bailey, T., Berg, P., Kalleberg, A. (2005) A process of rapid change in job satisfaction of health sector employees has been experienced in recent years in health services and even in politics, and this process leads to negative working conditions for employees and affects their effectiveness.

Relationships and environment are not consistent; wages are reduced; workload and work pressure increase; and therefore, risk and social and psychological stresses increase. Since health and medical services are different from manufacturing organizations and their operations may lead to irreversible errors and significant losses, it is necessary to pursue quality of hospitals and consider more value for employees. High-quality health care services are only provided by motivated employees. For this reason, healthcare manager should pay much attention to motivating the employees and increase job satisfaction in them as well as in the whole organization. Since healthcare services are directly related to humans, job satisfaction is very

important for employees working in health sector, and especially occupations such as medicine, nursing and midwifery who need continuous sacrifices. In hospitals, employees must have full job satisfaction in order to provide effective and efficient services. Köse, M., Göktaş, B., Cankul, H.İ., and Güllerci, H. (2007). Job satisfaction affects the lives of hospital staff, their mental and physical health and their behavior, their efficiency, and their positive or negative acts. Human resource management activities are established in organizational performance and employee behavior that are known as HR activities and are one of the prominent research topics in the developing world. In general, limited studies have been conducted on human resource activities in developing countries. Studies existing in the literature have examined the activities and researches of human resources.

This is a very important argument in human resource literature, and of course, given that human resource strategies are related to strategic human resource management, according to some researchers such as Snell et al., strategic human resource management is an organizational system designed for obtaining competitive advantage through people. According to other people, strategic human resource management is a process that combines human resource activities with business strategies. In 2000, strategic human resource management was described as a process by which a business seeks to combine human, intellectual and social capitals of its members with strategic needs of business. Traditionally, human resources are considered as a strategic method and a resource for value creation that can have important implications for business performance. Katou, A.A., Budwar, P.S. (2007).

Human resource activities

Human resource management refers to integrity of principles and applications related to senior management responsibilities about human resources; some of these responsibilities include: human resource planning, job analysis, recruitment process, selection, orientation, accepting responsibility, job evaluation, and workforce training. Human resources include principles, activities, and systems that affect the behavior, attitude, and performance of employees. In the present study, accepted activities in several organizations were selected such as: human resource activities, recruitment and selection process, workforce training, job evaluation, accepting tasks and responsibilities, and relationships.

- **Job satisfaction**

A definition of job satisfaction which was welcomed more than other definitions was the one provided by Lock. He defined job satisfaction as a positive and pleasant emotional state which is resulted from evaluation of the individual's job or occupational experiences. Job satisfaction has also been defined as general attitude of the individual toward his/her job. Needs and requests of an employee, his/her social relations, management style and quality, job description, having duties, working conditions, opportunities obtained in the long run, and understanding of the opportunity from other job opportunities, all are accepted as the existing criteria for definition of job satisfaction. Job satisfaction has a huge impact on commitment of an employee to the company, the amount of work done, the amount and number of absences, the amount of delay, complaints, and occupational accidents related to the job. According to Robbins (1999), a satisfied workforce may improve job performance because this does not lead to delays and absences and malicious and costly behaviors.

- **Human resource activities and job satisfaction**



Human resource activities and job satisfaction have been studied in a wide range of different locations around the world. Human resource activities are closely related to job satisfaction, and most scholars and practitioners state that effective and efficient activities provide better job satisfaction and increase internal performance. In addition, personal attributes such as age, gender, and education have important impacts on job satisfaction Haque, M.M, Thaer, M.A. (2008). In a study, the factors affecting job satisfaction and spirit and behavior of nurses were examined. It was found in 1998 that increased workload is a serious issue and it was concluded that reduced job satisfaction of nurses and their increased problems have a negative effect on employees' spirit and job satisfaction. In a 1998 study, a significant difference was observed between the level of education and training and job satisfaction. In another study in 2002, it was shown that when the level of education and training increases, job satisfaction also increases. In 2007, a significant difference was found between the age of health workers and their job satisfaction. In addition, in a study conducted in 2000, it was found that as the age increases, the level of job satisfaction also increases. In other studies examining job satisfaction of healthcare staff, it has been stated that nurses are professional groups with the lowest job satisfaction. Similar results have been obtained in a study done in 1997 about job satisfaction of doctors and nurses. In a study conducted in 2008, employees were compared according to their duties and it was found that nurses have the lowest score in job satisfaction. In 2000, it was found that job satisfaction increases as working period and time duration increases. In addition, in 2002, it was shown that, as the experience of nurses increases each year, they seem to have more satisfaction; and it has been shown that job satisfaction increases as working period and time duration increases; and the lowest level of job satisfaction exists among employees with 1 to 5 years of experience. In 2005, it was found that given the working style, nurses who work continuously all day have a high level of job satisfaction, and nurses who work in shifts (both day and night), given their working time, have a lower level of job satisfaction. Erdem, R., Rahman, S., Avcı , L., Göktaş, B., Şenoğlu, B., Firat, G. (2008).



RESEARCH MODEL AND HYPOTHESES

Descriptive model of research has been used in this study. In the first place, the relationship between human resource activities and job satisfaction has been studied. Then, according to studying the literature, the relationships between wage management activities, career path management, development and training, and performance management have been considered that appear to have the highest level of relationship with job satisfaction. In the designed research model, job satisfaction is a set of dependent variables and human resource management activities are a set of independent variables.

There are five hypotheses in this research that include:

Hypothesis 1: H0: There is a relationship between human resource activities and job satisfaction.

Hypothesis 2: H2: There is a relationship between wage management activities and job satisfaction.

Hypothesis 3: H3: There is a relationship between career path management activities and job satisfaction.

Hypothesis 4: H4: There is a relationship between performance management activities and job satisfaction.

Hypothesis 5: H5: There is a relationship between development and training activities and job satisfaction.

Research area and methodology; limitations

Survey method has been used for collecting data in this study which includes 2 parts. The first part intends to examine the situation of human resource activities and it includes 36 questions. The second part of survey shows the level of job satisfaction and includes 20 questions. Minnesota Satisfaction Questionnaire (MSQ) was developed in 1967 and is used in most studies, and it is about thirty years that researchers use it and it has still retained its credibility. In the final part of survey, the participants have been asked to complete our demographic information. The two surveys used in this study include: Human Resource Activities Questionnaire and Minnesota Satisfaction Questionnaire. In this study, the survey form developed for determining the relationship between human resource management activities and strategic job satisfaction was used for all 265 nurses, physicians, and employees working in five private hospitals in Tehran. All 265 healthcare staff in the five hospitals as well as employees who were not health personnel were selected as the sample. Special attention was paid to those who voluntarily completed the research form. The highest and lowest average values in this study were 0.00 and 5.00. The accepted significance level was 0.05. The alpha value of the research was between 0.96 and 0.97. In terms of gender, female employees were 59.5% and male employees were 40.5%. In terms of age groups, employees between the ages of 36 and 40 formed majority of participants with a percentage of 34.7%. In addition, most participants (approximately 66.4%) were university graduates. Moorhead, G., Griffin, R.W. (1999)

Investigating human resource activities in this study has been aimed to evaluate employees' perceptions about effectiveness of human resources activities and includes 7 sections and about 36 questions. These 7 sections are as follows: recruitment, job description, training and development, performance evaluation, reward, job planning and employee development and participation. Musal, B., Elçi, Ö.Ç., Ergin, S. (1995)

This questionnaire contains 20 questions. Each question has 5 options that describe satisfaction level of a person from his job. Erdem, R., Rahman, S., Avcı, L., Göktaş, B., Şenoğlu, B., Fırat, G. (2008). These options are as follows: very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied, very satisfied. The numbers 1, 2, 3, 4 and 5 have been assigned to evaluate the options.

ANALYSIS AND SYMBOLS

The results of the questionnaire used for the participants were analyzed in this section. SPSS22 software was used to analyze the obtained data. The characteristics of the sample group who responded to the questionnaire were prepared at the beginning of research and then, the research hypotheses were tested.

Correlation, variance, and ANOVA variance and T statistics were used to test the model's consistency with the data and results. The obtained results are summarized in Table 1. Correlation is at the level of 0.01.

The variables of personnel recruitment and selection, job description, development and training, performance evaluation, rewarding, job planning and employee participation have a positive and independent correlation with job satisfaction at 1% level. Therefore, the hypothesis is



acceptable. Maximum correlation was observed between personnel recruitment and selection and job satisfaction, and after that, there was the relationship between education and development and job satisfaction, between performance evaluation and job satisfaction, and ultimately, between rewarding and job satisfaction. Here, excellent impact of staff recruitment and selection on job satisfaction is also emphasized. Development and training are also important factors for employee job satisfaction. On the other hand, while a strong relationship between job satisfaction and job description, job planning and job satisfaction, and employee participation and job satisfaction has not been specified, these factors are essential for job satisfaction. The relationship between job description and performance evaluation has the highest score among human resource activities, and the relationship between personnel recruitment and selection and performance evaluation has the second highest score. In addition, multiple regression analysis was conducted to find the factors that affect job satisfaction.

Table 1: Summary of the model and job satisfaction and factors that affect job satisfaction

Model	R	R ²	Adjusted R ²
1	0.720 (a)	0.518	0.464

Factors: personnel recruitment and selection, job description, development and training, performance evaluation, rewarding, job planning, employee participation.



Table 2: ANOVA variance analysis

Model	Total squares	df	Average square	F	Sig.
1 Regression	36.958	6	6.16	9.497	0.000(a)
Dependent	34.375	53	0.649		
Total	71.333	59			

Estimators: Personnel recruitment and selection, job description, development and training, performance evaluation, rewarding, job planning, employee participation

It can be seen in the above-mentioned model that human resource activities affect job satisfaction. The R value in this model implies that there is 51.8% variation that can be observed in job satisfaction. The remaining 48.2% has not been explained, which means that 48.2% of the variation in job satisfaction depends on variables that are not present in this model. This variance is very significant and it can be seen in F value. Considering evaluation of variance analysis, the proposed model describes the most possible combination in which the variables can have relationships with the dependent variable.

Table 3: Factor coefficients for job satisfaction

Models	Non-Standardized Coefficients		Standardized Coefficients	t	Sig
	Standard Error	B	Beta		
1. Constant	1.086	-0.698		-0.643	0.523
Personnel Recruitment and Selection	0.170	0.323	0.334	1.892	0.64
Job Definition	0.342	0.160	0.79	0.469	0.641

Training and Development	0.164	0.404	0.354	2.460	0.017
Performance assessment	-0.71	0.314	-0.56	-0.226	0.822
Remuneration	-0.33	0.129	-.004	-0.023	0.982
Career Planning	0.250	0.180	0.194	1.386	-0.172
Employee Participation	0.200	0.125	0.15	0.365	0.020

As can be seen, personnel recruitment and selection and development and training positively affect job satisfaction. The T value is 1.892 for personnel recruitment and selection, and 2.460 for development and training. For this reason, hypotheses 3 and 5 are accepted. However, personnel recruitment and selection, job description, development and training, performance evaluation, rewarding, job planning, and employee participation remain in the rejected area. Therefore, hypotheses 2 and 4 are not accepted. So, it can be inferred that personnel recruitment and selection and development and training have clear effects on job satisfaction. Köse, M., Göktaş, B., Cankul, H.İ., and Güllerci, H. (2007)

CONCLUSION

The highest positive value of correlation between human resource activities and job satisfaction presented in correlation matrix implies that special focus should be placed on development and training, performance evaluation and rewarding. In particular, personnel recruitment and selection can improve job satisfaction of employees of private hospitals. In addition, it can be observed that employee recruitment and selection as well as development and training have an important impact on job satisfaction. The data collected in this study are only in order for understanding the subject.

Although this study is limited to determining the impact of human resource activities on job satisfaction, it can also be useful to provide brief information on the inference derived from the study. In this case, the following points can be helpful: private hospitals must have a broad development and education plan for their employees; follow human resource planning in detail; carefully conduct their processes of personnel recruitment and selection; use appropriate system of job evaluation; consider reasonable and fair wages for their employees; establish healthy industrial relations based on mutual trust between employees and employers; and provide an appropriate working environment. This environment can empower employees to work more effectively and can encourage them to do their work better. Encouragement can be done through rewards, incentives and other additional benefits. Employees should be trained to adapt to new technologies and improve their career path. In other words, promotion of employees should be done based on merits and experiences of employees, and recruitment opportunities should also be the same for all people. In other words, no discrimination should be applied against women, minorities or elderly workers. This discrimination also applies to other issues such as: working hours, wages and salaries and daily payments, and designing of appropriate working environments. The hospital should provide appropriate opportunities such as appropriate equipment, division of labor, discipline, and precise and proper resignation procedures.

Determining the direction of the relationship between human resource activities of businesses and job satisfaction of employees from a strategic perspective can be an important strategic tool.



Organizations that guarantee job satisfaction through changes in human resource activities can progress toward improving organizational performance. Becker, B.E. and Gerhart, B. (1996).

Employee satisfaction is a factor that cannot be ignored in private health sector Dessler, G. (2007). Human resource activities that increase job satisfaction are vital in terms of improving quality of health care services for staff and other employees of private hospitals. It is very important for a hospital to maintain competent, knowledgeable, and skillful employees. Employees with high job satisfaction can improve their hospital's performance Delaney, J.T, Huselid, M.A. (1996). Job satisfaction of employees who work in a serious profession such as health care, has strategic importance for the hospital.

Although this study is limited to determining the impacts of human resource activities on job satisfaction, the lessons and points learned from the study should not be ignored. One of the research constraints is small size of the sample. This study does not include all human resources activities in private hospitals. According to the research conducted in private hospitals, it can be seen that there is a correlation between human resource management activities and job satisfaction.

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