

Job Satisfaction of Employees in Bandar Abbas Medical Complex in 2023

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Abstract:

Introduction & Objective: Job satisfaction poses a significant challenge for healthcare institutions. Given the critical role of health organizations in society related to prevention, care, and treatment, employee dissatisfaction within healthcare centers can lead diminished service quality, subsequently impacting patient satisfaction. This study was carried out to examine the job satisfaction levels of employees at a medical complex in Bandar Abbas in 2023.

Materials & Methods: The present descriptive-correlational study was carried out cross-sectionally at a medical complex in Bandar Abbas in 2023. The study population consisted of all employees working in the hospital, with a research sample size of 120 individuals (ten percent of the total population) selected using a random sampling method. Data was collected using the standardized Minnesota job satisfaction questionnaire. Statistical analysis was performed using SPSS version 22 software, involving descriptive statistics, Pearson correlation coefficient, T-test, and one-way ANOVA.

Results: The mean total job satisfaction score for employees was 46.95 ± 13.96 . Among the different aspects, job type had the highest mean score of 11.62 ± 3.90 , while the payment system had the lowest mean score of 5.52 ± 2.34 . Majority of employees (53.2%) reported average job satisfaction levels, followed by 25.5% with poor satisfaction and 21.3% with good satisfaction. There were no significant differences in job satisfaction scores based on gender, age, marital status, work shift, or work experience. However, significant variations were found in total job satisfaction scores based on education level, organizational position, and income level ($P < 0.05$).

Conclusions: The job satisfaction among employees was found to be average, indicating a neutral stance that is not unfavorable but also not at its optimal level. It is essential for supervisors, hospital managers, and relevant authorities to acknowledge the current situation. By placing a stronger emphasis on employee job satisfaction and its influencing factors, and by actively working towards enhancing satisfaction levels, they can create an environment conducive to achieving ideal conditions. This proactive approach can lead to increased efficiency, effectiveness, and overall satisfaction within the organization, benefiting both the employees and the institution as a whole.

Key Words: Job Satisfaction, Employee, Payment System, Job Type, Advancement Opportunity

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Background and Objective

Employees constitute the most valuable asset of any organization, and their performance significantly influences the attainment of organizational goals.¹ It is imperative that employees receive proper guidance and support, as their engagement and commitment are to achieving success.² Recognizing this, progressive organizations allocate substantial time and resources towards enhancing their workforce's productivity and the quality of services provided.³

Among the myriad factors warranting attention from policymakers, managers, and researchers, job satisfaction has emerged as particularly significant focal point. Job satisfaction encompasses the feelings and attitudes individuals hold towards their work⁴ and is intricately linked to both organizational and employee objectives. According to Judge and Robbins, while the relationship between job satisfaction and performance is complex and not entirely unidirectional, it is evident that satisfied employees tend to demonstrate higher levels of productivity,⁵ thereby positively influencing organizational performance.⁶

Herzberg's two-factor theory categorizes the elements influencing job satisfaction into two categories: hygiene factors, which pertain to the environmental characteristics of the job and external elements such as salary, interpersonal relationships, and working conditions; and motivational factors, which relate to job tasks and content, emphasizing the importance of advancement, responsibility, and personal growth.⁷ Further research has classified the determinants of job satisfaction into three groups: material factors, cultural factors, and those associated with the work environment. Additionally, mental health emerges as a pivotal factor influencing employee satisfaction, significantly affecting productivity and contributing other favorable organizational outcomes, including commitment and overall job satisfaction.⁸

Managers should prioritize employee satisfaction for several compelling reasons:

substantial evidence indicates that dissatisfied individuals are more likely to leave their organizations; satisfied employees generally experience better physical and mental health and have longer life spans; and the implications of job satisfaction extend beyond the workplace, impacting individuals' personal lives.⁹ Job satisfaction is closely linked to heightened employee engagement in achieving organizational objectives, improved customer satisfaction, increased employee commitment, and enhanced organizational productivity and profitability.^{10,12} On one hand, job satisfaction fosters self-confidence and leads to more enthusiastic work performance; on the other, it facilitates better communication and reduces stress,¹³ thereby promoting employees' physical, mental, and social well-being.¹⁴ Conversely, job dissatisfaction can result in diminished employee morale, decreased performance, absenteeism, resignations, early retirement, and a range of physical and mental health issues.¹⁵

Job satisfaction presents a critical challenge for healthcare organizations,¹⁶ which play a vital role in society due to their essential responsibilities in prevention, care, and treatment. Dissatisfaction among employees in healthcare can adversely impact the quality of services rendered, ultimately leading to patient dissatisfaction.¹⁷

the significance of job satisfaction in healthcare organizations and the recognition that employees are the frontline service providers, it is essential for multiple studies to explore the components of workplace environments influenced by employee perceptions and behaviors.¹⁸ Conducting scientific research in this domain and applying the findings across various contexts can yield valuable insights. In light of these considerations, this study aims to investigate job satisfaction among employees at the Specialized Treatment Complex in Bandar Abbas for the year 1402 (2023).

Materials and Methods

This analytical study was conducted as a cross-sectional analysis at the Specialized Treatment Complex in the city of Bandar Abbas during the year 1402 (2023).

The research population consisted of all employees working at the hospital, totaling 1,200 individuals. Drawing upon findings from previous studies,¹⁹ a sample size encompassing 10% of the employees—equivalent to 120 individuals—was determined for this investigation. A random selection sampling method was employed, ensuring that the sample was representative of the various organizational positions within the hospital. A total of 120 questionnaires were distributed, with 94 completed questionnaires returned, resulting in a response rate of 78.3%. The inclusion criteria for participation in this study mandated that individuals had a minimum of one year of employment at the hospital and expressed a willingness to engage in the research. Conversely, the exclusion criterion was any individual's unwillingness to continue participating in the study.

The primary research instrument utilized was the Minnesota Satisfaction Questionnaire (MSQ), a standardized tool for measuring job satisfaction. The MSQ comprises 19 items divided into six subscales: Payment System (Items 1-3), Type of Job (Items 4-7), Opportunities for Advancement (Items 8-10), Organizational Climate (Items 11-12), Leadership Style (Items 13-16), and Physical Conditions (Items 17-19). Respondents rated their level of agreement with each item using a Likert scale, with response options ranging from "Strongly Disagree" (1) to "Strongly Agree" (5).

The validity and reliability of the MSQ were previously established by Bakhtiar Nasrabadi and colleagues,²⁰ who reported a high reliability score of .92 as determined by Cronbach's alpha. In this study, job satisfaction was categorized based on the obtained scores: scores ranging from 19 to 38 indicated poor job

satisfaction, scores from 39 to 57 indicated average job satisfaction, and scores above 57 indicated very good job satisfaction.

Ethical considerations for this study included the provision of an official letter of introduction from the University of Medical Sciences, securing permission from relevant authorities, and providing a clear explanation of the research purpose to participants. Participants were assured of voluntary participation, informed of their right to withdraw from the study at any time, and guaranteed confidentiality regarding their responses. Additionally, ethical approval was obtained under the code IR.HUMS.REC.1402.113 prior to the commencement of the research.

For data analysis, descriptive statistics—including frequency, mean, and standard deviation—were employed to summarize the demographic variables, levels of job satisfaction, and its dimensions. To investigate the relationships between demographic and occupational variables and job satisfaction, Chi-square tests, independent t-tests, and one-way ANOVA were utilized. All statistical analyses were conducted using SPSS software, with a significance threshold set at .05.

Findings

The demographic characteristics of the study participants are comprehensively outlined in Table 1. Of the total participants, a significant majority were women (69.2%), with the predominant age group being 31-40 years (39.4%). The majority of participants were married (70.2%), held a bachelor's degree (65.4%), and were employed in administrative and financial units (23.1%). Furthermore, 55.8% of participants reported working in rotating shifts, and 37.5% indicated an income level ranging from 90 to 120 million rials. A notable proportion of participants had between 6 to 10 years of work experience (27.9%) (Table 1).

Table 1- Frequency distribution of demographic variables of the studied individuals

Variable	Type	Frequency	Percentage
Gender	female	72	69.2
	male	31	29.8
Age	21-30 years	33	31.7
	31-40 years	41	39.4
	41 years and above	29	27.9
Marriage	Single	27	26
	Married	73	70.2
Education level	Elementary	1	1
	Diploma	12	11.5
	Associate Diploma	12	11.5
	Bachelor's Degree	68	65.4
Organizational position	Master's Degree	11	16.6
	Nurse	37	35.6
	Medical Assistant	1	1
	Nursing Assistant	2	1.9
	Administrative and Financial Units (Employee)	24	23.1
	Nursing Office	4	3.8
	Support Units (Services)	16	15.4
	Paraclinic	8	7.7
	Pharmacy	1	1
	Work shift	Morning	20
Evening		5	4.8
Round trip		58	55.8
Income level	Below 50 million rials	2	1.9
	50-80 million rials	2	1.9
	90-120 million rials	39	37.5
	130-150 million rials	28	26.9
	Above 150 million rials	6	5.8
Work history	1-5 years	27	26
	6-10 years	29	27.9
	11-15 years	16	15.4
	16-21 years	18	17.3
	22 years and up	13	12.5

The overall job satisfaction score for employees at the studied hospital was calculated to be 46.95 ± 13.96 . Within the various dimensions of job satisfaction, the highest mean score was associated with the type of job (11.62 ± 3.90), while the lowest mean score was observed in relation to the payment system (5.52 ± 2.34) (refer to Table 2).

The findings revealed that 53.2% of staff reported moderate job satisfaction, 25.5%

reported poor job satisfaction, and only 21.3% reported good job satisfaction (see Table 3). The analysis did not reveal any significant differences in job satisfaction scores based on gender, marital status, work shift, or work experience. However, significant differences were identified in overall job satisfaction based on educational level, organizational position, and income level ($P < .05$).

Table 2- Mean and standard deviation of overall job satisfaction score and its dimensions

<i>Variable</i>	<i>Mean</i>	<i>Standard deviation</i>	<i>Lowest score</i>	<i>Highest score</i>
<i>Pay system</i>	5.52	2.34	3	13
<i>Job type</i>	11.62	3.90	4	20
<i>Progress opportunities</i>	6.70	3.11	3	15
<i>Organizational climate</i>	6.09	2.04	2	10
<i>Leadership style</i>	10.60	3.41	4	17
<i>Physical conditions</i>	7.06	3.07	3	15
<i>Overall job satisfaction score</i>	46.95	13.96	19	83

Table 3 - Frequency distribution of job satisfaction of the studied individuals

<i>Job satisfaction level</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Poor</i>	24	25.5
<i>Average</i>	50	53.2
<i>Good</i>	20	21.3

Specifically, employees with a high school diploma, those in administrative and financial roles, and those earning between 50 and 80 million rials reported higher job satisfaction scores compared to their counterparts (see Table 4). Furthermore, the findings indicated that job satisfaction levels did not significantly differ concerning gender, marital status, education, or income. Conversely, significant differences in job satisfaction were observed based on age, organizational position, work shift, and work experience ($P < .05$) (refer to Table 5).

Table 4- Average employee job satisfaction score according to demographic variables

	Variable	Variable Category	Mean	Standard Deviation	Probability Value
Job satisfaction score	Gender	female	46.9	13.32	0.976
		male	46.89	15.71	
	Age	21-30 years	43.68	18.37	0.274
		31-40 years	48.42	12.35	
		41 years and above	48.96	9.27	
	Marriage	Single	48.33	16.25	0.671
		Married	46.91	13.12	
	Education level	Elementary	75	-	0.014
		Diploma	56.25	10.18	
		Associate Diploma	51.60	12.75	
		Bachelor's Degree	44.09	14.04	
		Master's Degree	50.70	10.35	
	Organizational position	Nurse	40.06	16.12	0.013
		Medical Assistant	49.00	-	
		Nursing Assistant	-	-	
		Administrative and Financial Units (Employee)	54.50	7.46	
		Nursing Office	46.00	5.88	
		Support Units (Services)	50.25	17.83	
		Paraclinic	50.88	6.60	
		Pharmacy	46.00	-	
	Work shift	Morning	53.17	11.41	0.138
		Evening	43.60	14.85	
		Round trip	46.44	13.35	
	Income level	Below 50 million rials	73.00	2.82	0.045
50-80 million rials		53.50	7.77		
90-120 million rials		45.22	14.13		
130-150 million rials		43.58	10.50		
Above 150 million rials		45.50	17.12		
Work history	1-5 years	41.33	15.24	0.195	
	6-10 years	49.19	16.75		
	11-15 years	51.46	14.42		
	16-21 years	47.39	7.73		
	22 years and up	48.55	8.46		

Table 5- Frequency distribution of job satisfaction of the studied individuals according to demographic variables

<i>Job satisfaction level</i>								
<i>Variable</i>	<i>Variable Category</i>	<i>Poor</i>	<i>Average</i>	<i>Good</i>	<i>Probability Value</i>			
<i>demographic variables</i>	<i>Gender</i>	<i>female</i>	16(23.9%)	37(55.2%)	14(20.9%)	0.800		
		<i>male</i>	8(29.6%)	13(48.1%)	6(22.2%)			
	<i>Age</i>	<i>21-30 years</i>	14(45.2%)	11(35.5%)	6(19.4%)	0.017		
		<i>31-40 years</i>	8(22.2%)	19(52.8%)	9(25%)			
		<i>41 years and above</i>	2(7.7%)	19(73.1%)	5(19.2%)			
	<i>Marriage</i>	<i>Single</i>	6(25%)	13(54.2%)	5(20.8%)	0.972		
		<i>Married</i>	17(25.8%)	34(51.5%)	15(22.7%)			
	<i>Education level</i>	<i>Elementary</i>	0(0)	0(0)	1(100%)	0.202		
		<i>Diploma</i>	0(0)	5(62.5%)	3(37.5%)			
		<i>Associate Diploma</i>	2(20%)	5(50%)	3(30%)			
		<i>Bachelor's Degree</i>	21(32.3%)	34(52.3%)	10(15.4%)			
		<i>Master's Degree</i>	1(10%)	6(60%)	3(30%)			
	<i>Organizational position</i>	<i>Nurse</i>	18(50%)	12(33.3%)	6(16.7%)	0.007		
		<i>Medical Assistant</i>	0(0)	1(100%)	0(0)			
		<i>Nursing Assistant</i>	-	-	-			
		<i>Administrative and Financial Units (Employee)</i>	0(0)	14(36.6%)	8(36.4%)			
		<i>Nursing Office</i>	0(0)	4(100%)	0(0)			
		<i>Support Units (Services)</i>	3(25%)	5(41.7%)	4(33.3%)			
		<i>Paraclinic</i>	1(12.5%)	6(75%)	1(12.5%)			
		<i>Pharmacy</i>	0(0)	1(100%)	0(0)			
		<i>Work shift</i>	<i>Morning</i>	0(0)	12(66.7%)		6(33.3%)	0.009
			<i>Evening</i>	1(20%)	4(80%)		0(0)	
	<i>Round trip</i>		16(29.6%)	28(51.9%)	10(18.5%)			
	<i>Income level</i>	<i>Below 50 million rials</i>	0(0)	0(0)	2(100%)	0.141		
		<i>50-80 million rials</i>	0(0)	1(50%)	1(50%)			
		<i>90-120 million rials</i>	11(29.7%)	21(56.8%)	5(13.5%)			
<i>130-150 million rials</i>		9(34.6%)	13(50%)	4(15.4%)				
<i>Above 150 million rials</i>		1(16.7%)	3(50%)	2(33.3%)				
<i>Work history</i>	<i>1-5 years</i>	10(41.7%)	12(50%)	2(8.3%)	0.025			
	<i>6-10 years</i>	8(29.6%)	10(37%)	9(33.3%)				
	<i>11-15 years</i>	2(15.4%)	6(46.2%)	5(38.5%)				
	<i>16-21 years</i>	1(5.6%)	15(83.3%)	2(11.1%)				
	<i>22 years and up</i>	2(18.2%)	7(53.8%)	2(18.2%)				

Discussion and Conclusion

The present study aimed to assess the job satisfaction of employees at the Specialized Treatment Complex in Bandar Abbas in the year 1402 (2023). The findings suggest that overall job satisfaction among employees at this complex is at a moderate level. This conclusion is in alignment with previous research conducted by Salimi Porm and colleagues,²¹ who also reported moderate job satisfaction levels among hospital staff. Similarly, Tajour and colleagues¹⁹ found comparable results among employees at a pediatric medical center, while Mastaneh and colleagues,²² in their study of nurses at educational hospitals affiliated with Hormozgan University of Medical Sciences, confirmed that nurses exhibited moderate overall job satisfaction. Moreover, Nahrir and colleagues²³ reported that approximately 90% of personnel in selected military hospitals experienced moderate job satisfaction. Habib and colleagues²⁴ indicated that 60% of employees at a general hospital affiliated with Iran University of Medical Sciences reported moderate satisfaction, whereas around 40% expressed low satisfaction. In the current study, 53.2% of employees reported moderate job satisfaction, 25.5% reported poor job satisfaction, and 21.3% reported good job satisfaction. International studies, such as those conducted by Lorber and colleagues²⁵ in Slovenia and Golbasi and colleagues in Turkey,²⁶ also corroborated a moderate level of job satisfaction among nurses, thereby supporting the findings of the present study. However, some studies, including those by Jafar Jalal and colleagues²⁷ and Jahan Baksh and colleagues,²⁸ reported low job satisfaction levels, while research by Mousavi and colleagues²⁹ and Dehbashi and colleagues³⁰ indicated satisfactory job satisfaction among personnel in various health and treatment centers. These discrepancies underscore the variable nature of job satisfaction across different treatment centers, highlighting the necessity for targeted investigations into job satisfaction levels within specific contexts.

The results of the present study indicated that the highest dimension of job satisfaction was associated with the type of job, while the lowest satisfaction was linked to the payment system. This finding is consistent with the study by Faramarzpour and colleagues,³¹ who identified the nature of work as the most significant social factor influencing job satisfaction, recording the highest average score among the various factors evaluated. Likewise, Rad and colleagues³² found that healthcare workers in hospitals in Sabzevar reported the least satisfaction regarding the payment system. Additionally, the study by Heydarian Noor and colleagues,³³ focusing on midwives at hospitals and health centers affiliated with Shahid Beheshti University of Medical Sciences, revealed that a majority expressed dissatisfaction concerning salaries and benefits, further reinforcing the results of our study.

The current research also indicated that job satisfaction scores did not vary significantly based on gender, age, marital status, work shift, or work experience. However, notable differences were observed in overall job satisfaction scores based on educational level, organizational position, and income level. This finding aligns with the study by Asgari and colleagues,³⁴ which found no significant relationship between job satisfaction and various demographic factors, including age, work experience, gender, marital status, and work shift.

In conclusion, the current study contributes to the understanding of job satisfaction among employees in the healthcare sector, emphasizing the imperative need for further research to explore the factors influencing job satisfaction in various treatment centers. The study conducted by Karamati and colleagues³⁵ identified a significant relationship between the educational qualifications and executive responsibilities of university staff and their overall job satisfaction. Similarly, Mastaneh and colleagues²² discovered that, while no significant differences in job satisfaction among nurses were observed based on gender

or marital status, notable differences were evident in relation to various organizational positions. These findings closely align with those of our study, thereby reinforcing the importance of demographic and organizational factors in understanding job satisfaction. In conclusion, the job satisfaction levels of employees at the Specialized Complex in Bandar Abbas were found to be moderate. While this level of satisfaction is not unfavorable, it does not reflect an optimal state. Therefore, it is imperative for supervisors, hospitals, and relevant authorities to acknowledge the current conditions and implement strategies that enhance job satisfaction by addressing the influencing factors. By doing so, they can cultivate a work environment conducive to improved performance, efficiency, and overall employee satisfaction. Given that the lowest satisfaction was associated with the payment system, it is essential that employee salaries—particularly in health centers responsible for delivering quality and effective services to the community—are equitable and fair. Aligning

compensation with principles of fairness could significantly enhance job satisfaction, which, in turn, may improve employee performance and service delivery. To facilitate advancements in job satisfaction, managers should concentrate on refining management and communication practices, as well as optimizing the fairness of payment systems. Additionally, it is crucial to periodically assess the effectiveness of implemented measures while considering the factors that influence employee satisfaction.

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Conclusions: The job satisfaction among employees was found to be average, indicating a neutral stance that is not unfavorable but also not at its optimal level. It is essential for supervisors, hospital managers, and relevant authorities to acknowledge the current situation. By placing a stronger emphasis on employee job satisfaction and its influencing factors, and by actively working towards enhancing satisfaction levels, they can create an environment conducive to achieving ideal conditions. This proactive approach can lead to increased efficiency, effectiveness, and overall satisfaction within the organization, benefiting both the employees and the institution as a whole.

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