

Original Article

Factors Affecting Job Satisfaction among the Faculty Members at Guilan University of Medical Sciences

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Abstract

Introduction: Job satisfaction plays a pivotal role in the performance of university faculty members. Identification of the factors influencing job satisfaction can be useful in advancing the educational and research objectives of the university. The aim of the present study was to analyze the factors influencing job satisfaction among the faculty members of Guilan University of medical sciences.

Methods: This study was a descriptive cross-sectional research that was conducted in 2012. The statistical population of the research included 139 faculty members at faculties of Guilan University of Medical Sciences selected using stratified random sampling. The instrument of data collection was a questionnaire consisting of two sections; the first section contained 10 questions about demographic information and the second section comprised of 19 questions which was designed based on Herzberg's two-factor theory. The questionnaire was scored according to 5-point Likert scale. Data were analyzed by SPSS 18 software and descriptive statistics indices of frequency, mean, standard deviation and Pearson correlation coefficient reported.

Results: 66.2% of the faculty members were male, 62.6% were clinical faculty members and 37.4% basic sciences faculty members. The most important factors affecting the faculty members' job satisfaction were job security (4.14±0.96), friendly relationship with colleagues (4.01±0.81), and technology and technical knowledge (3.99±0.87). The most important motivational factors influencing job satisfaction were interest in job (4.24±0.71), achievement (3.99±0.87) and equal opportunities for career promotion (3.95±0.99).

Conclusion: stability and job satisfaction, creating friendly working environment, proper environmental conditions, professor's welfare and providing spiritual and material incentives are factors that influence the professor's job satisfaction.

Keywords: Job satisfaction, Faculty members, Motivational factors

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Introduction

In the today's changing where organizations are competing with all their power, a significant part of the energy is spent on attention to the staff. Current organizations improve their activities by relying on their human resources and are actively participating in various markets (1). Human resource is considered as the most expensive and precious organizational investment and resource (2). It is the major factor of continued success and accomplishment of the organization's objectives (3). Considering the personnel's job satisfaction and the factors affecting it is a major and noticeable issue in any institution (4). Also, job satisfaction has always been emphasized as a basic criterion in the individual's efficiency and achievement of organizational goals (5). It is the most important attitude or judgment that personnel should have about their job or organization (6).

Chung et al. reported job satisfaction as a set of the individual's feelings toward his/her job (7). Various factors influencing job satisfaction have been investigated by different authorities such as Herzberg, Arnold, Feldman and Mullins (8). One of the proposed theories on job satisfaction is Herzberg's two-factor theory. He believed that two classes of factors affect motivation, and suitability of one class of factors prevents dissatisfaction but does not necessarily cause satisfaction. He called the above-mentioned factors as health factors or preservation factors which include wage, position, working conditions, management style, job security, organizational management and individuals' interaction. Another class of factors that create satisfaction and lack of them creates gradual dissatisfaction is motivational factors which consist of nature of the job, recognition and appreciation, success, responsibility and promotion (9).

Universities are the most significant educational and research centers in each country and the faculty members are crucial components of the education system and the most basic elements of development in each country. The more they present better quality services the more the development and progress would occur in the country (10). Job satisfaction has played a major role in the performance of the faculty members and neglecting their satisfaction causes stoppage, relative stagnation, desertion, early retirement and physical and mental problems (11, 12).

Understanding factors affecting job satisfaction among the faculty members is one of the necessities that can increase efficiency, job satisfaction and successful planning and create lively and efficient environment in

the university (13). Being aware of the needs of the faculty members is also beneficial in creating career motivation for them and predicting and interpreting their behaviors. Further, it is an essential factor that should not be disregarded because motivation is the main factor in creating activities (14). Tension and job dissatisfaction for the faculty members can threaten their physical and mental health and quality of life and prevent the achievement of individual and social development (15).

Malekshahi et al. (2007) studied job satisfaction among faculty members at Lorestan University of Medical Sciences. They reported a significant relationship between job satisfaction and domains like salary, promotion opportunities, management style, job security, physical conditions of the workplace and nature of the work (16). In a similar study, Safi et al. (2008) indicated that the faculty members at the medical university of rehabilitation were relatively satisfied with various domains of their job. Satisfaction on education, research and motivation domains were slightly higher than welfare, administrative and economical domains (17).

The descriptive cross-sectional study conducted by Nylenna et al. (2002) on the job satisfaction of the physicians in Norway revealed the significant relationship between job satisfaction and salary and environmental conditions (18). The results of the cross-sectional field study conducted by Castillo and Cano (2004) conducted on the factors affecting job satisfaction of the faculty members at Ohio State University showed that the faculty members were satisfied with their job and generally their satisfaction of motivational factors were higher than the health factors (19).

Foroughi et al. (2007) investigated the factor influencing job satisfaction from the viewpoint of the faculty members of Kermanshah University of Medical Sciences. In this study, satisfaction of the nature of the work obtained the highest mean and satisfaction of facilities acquired the lowest mean among the faculty members (4).

The review of the literature indicated that despite the importance of this issue, the factors affecting job satisfaction among the faculty members of Guilan University of Medical Sciences have not been investigated. Thus, the preset study aimed to examine the factors influencing job satisfaction from the viewpoint of the faculty members at Guilan University of Medical Sciences.

Methods

This descriptive cross-sectional study was conducted in 2011. The statistical population comprised of the tenured, contractual, bespoke and project faculty members at Guilan University of Medical Sciences. Sample size was measured by the formula

$$n = \frac{z^2 p + N}{d^2 (N-1) + z^2 pq}$$

with 5% significance level using stratified random sampling so that the sample in each faculty was proportionate to the share of each faculty out of all faculty members. We selected 139 faculty members from medical faculty (n=90), dentistry faculty (n=13), Shahid Beheshti faculty of nursing and midwifery in Rasht (n=20), Langroud faculty of nursing and midwifery (n=11) and Rasht faculty of health (n=5).

The instrument used for data collection was a questionnaire including two sections; the first section comprised of 10 questions about demographic information including age, sex, marital status, education, academic rank, employment status, work place, and executive responsibility and the second section consisted of 19 questions which was designed according to Herzberg two-factor theory over two domains of health (10 questions) and motivation (9 questions) (11). The questionnaire was designed based on 5-point Likert scale (very much, much, average, little, very little) with scores of 5, 4, 3, 2 and 1 for the responses, respectively (20). To achieve the descriptive objectives, the mean and standard deviation of the scores in each domain were calculated.

The validity of the questionnaire was measured through content and face validity according to the opinions of the experts and university professors and partial modifications were applied on the questionnaire. To determine the reliability of the questionnaire in each domains (health and motivational factors) test-retest method was used and the questionnaire was given to 10% of the professors in two time periods. The questionnaire showed $r_1 = 0.85$ and $r_2 = 0.89$, indicating acceptable reliability. The results of Kolmogorov Smirnov test showed the normal distribution of the data. Data were analyzed by SPSS 18 software. Pearson correlation test was used to analyze the correlation between the health and motivational factors.

Results

All 139 distributed questionnaires were filled out and returned. 92 faculty members (66.2%) were male and 126 (90.6%) were married. 90 faculty members (64.7%) were aged 41-50, 32 were (16.5%) over 50

years, 21 were (15.1%) between 30 and 40 years, and 5 (3.6%) were under 30 years. 77 of them (55.4%) were assistant professors, 33 (23.7%) lecturers, 28 (20.1%) associate professors, and 1 (0.7%) was full professor. 76 (54.7%) of the faculty members were tenured faculty members, 47 (33.8%) were contractual, 11 (7.9%) were bespoke, and 3 (2.2%) of them were project faculty member. 40 (28.8%) of them were subspecialists, 66 (47.5%) were specialists and held Ph.D., and 33 (23.7%) held master degree. 19 faculty members (13.7%) had less than 5 years experience, 22 (15.8%) had 5-10 years of experience, 40 (28.8%) had 11-15 years of experience, 29 (20.9%) had 16-20 years experience, and 20.9% had over 20 years experience. From all respondents, 87 (62.6%) and 52 (37.4%) were clinical and science faculty members, respectively. 81 (58.3%) of them had managerial experience and 41.7% had no record of management. According to the findings obtained from the 10 domains of the health factors affecting job satisfaction, the highest mean of scores (14.4%) belonged to job security and the lowest mean (3.34%) belonged to welfare conditions (Table 1).

The findings obtained regarding the 9 domains of motivational factors affecting job satisfaction indicated the highest mean for interest in the current job (4.24) and the lowest mean for early retirement (2.66) (Table 2). The correlation coefficient of all health and motivational factors was 0.53 and p value <0.001, which is indicative of positive correlation between health and motivational factors.

Discussion

The findings of the present study showed that among the health factors, job security and welfare conditions were the most important and less important factors affecting job satisfaction, respectively based on the opinion of the faculty members of Guilan University of Medical Sciences. It seems that job security can be a factor that makes the individuals committed to their organization and causes appreciation and interest in the job. Job security is a crucial factor in creating career motivation for the faculty members and the rules supporting the faculty members principally are the most important factors that increase their job satisfaction and efficiency (14). This is not in line with the results of Ranjbar et al. that reported adequacy of salary for the requirements of life as the most important factor in job satisfaction (21) as well as the findings of Jahani et al. that indicated the friendly relationship with colleagues as the most important factor in job satisfaction (22), but is compatible with the results of the study conducted by Asl Soleimani et al. (23).

Factors such as intimate relationship with colleagues, technology and technical know-how, appropriate

Table 1: Health factors affecting job satisfaction based on the opinion of the faculty members of Guilan University of Medical Sciences

No	Domains affecting job satisfaction	Mean±SD	Frequency (%)				
			Very much	Much	Average	Little	Very little
1	Job security	4.14±0.96	46	28.8	20.1	3.6	1.4
2	Friendly relationship with colleagues	4.01±0.81	28.8	48.2	19.4	2.9	0.7
3	Technology and technical knowledge	3.99±0.87	32.4	38.8	25.2	2.9	0.7
4	Proper workplace	3.94±1.01	36.7	30.9	22.3	9.4	0.7
5	Workplace conditions	3.91±1.06	36	32.4	20.1	9.4	2.2
6	Management style and university policies	3.81±1.17	39.6	19.4	27.3	10.1	3.6
7	Suitable office environment	3.81±1.08	30.2	36.7	20.1	9.4	3.6
8	Proper salary	3.78±1.01	30.2	29.5	29.5	10.1	0.7
9	Workplace policy	3.74±0.99	27.3	30.9	30.9	10.1	0.7
10	Welfare conditions	3.34±1.23	20.9	25.9	29.5	13.7	10.1

Table 2: Motivational factors affecting job satisfaction based on the opinion of the faculty members of Guilan University of Medical Sciences

No	Domains affecting job satisfaction	Mean±SD	Frequency (%)				
			Very much	Much	Average	Little	Very little
1	Interest in the current job	4.24±0.71	38.1	48.9	12.2	0	0.7
2	Achievement	3.99±0.81	28.8	44.6	24.5	1.4	0.7
3	Equal opportunities for job promotion	3.95±0.99	33.8	37.4	21.6	4.3	2.9
4	Promotion to higher positions	3.91±1.01	34.5	31.7	25.9	5.8	2.2
5	Participation in decision making	3.76±1.01	24.5	40.3	26.6	4.3	4.3
6	Appreciation among colleagues	3.35±1.06	12.2	35.3	35.3	9.4	7.9
7	Responsibility	2.91±1.08	5.8	22.3	43.9	12.9	15.1
8	Greater responsibilities assigned by the superior	2.9±1.1	5.8	23.7	40.3	15.1	15.1
9	Workplace policy	2.66±1.31	10.8	16.5	25.9	21.6	25.2
10	Early retirement	4.24±0.71	38.1	48.9	12.2	0	0.7

working conditions, management style, proper workplace conditions and suitable salary were the second most important health factors influencing job satisfaction after job security.

Interest in the current job was considered the most effective factor among the motivational factors affecting job satisfaction in the eyes of the faculty members, which is in line with the findings of Wright & Beasley (24, 25), but in contrast with the results of Foroughi et al. that regarded satisfaction of the nature of the work as the most significant factor (4). On the other hand, factors like accomplishment, equal opportunities for promotion, opportunity to promote to higher academic ranks, participation in decision-making, appreciation among colleagues, having

responsibility, and early requirement were recognized as the second most important factors affecting job satisfaction in the domain of motivational factors.

Further, the findings of Khazaei et al.'s (2009) study conducted on the job satisfaction among general physicians working at Kermanshah University of Medical Sciences indicated significant relationship between accountability and job satisfaction as well as more group correlation with higher satisfaction, which are in line with the results of the present study (5). The results obtained in this study revealed a positive correlation between total health and motivational factors, that is to say increase or decrease in each of the health or motivational factors was associated with increase or decrease in another factor.

Conclusion

With regard to the high importance of health and motivational factors in increasing job satisfaction among faculty members and their positive impact on other career aspects like organizational commitment and interest in the job, senior, middle and executive managers' attention to these factors, especially factors affecting job security can increase job satisfaction among the faculty members and improve their capabilities to provide better educational, research and health services.

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