Original Article

The Status of Organisational Culture and Job Satisfaction in Hamadan Specialty Hospitals

SEYED MOHAMMAD MAHDI HAZAVEHEI[1], YADOLLAH HAMIDI[2], AKRAM KARIMI-SHAHANJARINI[3], MOHAMAD ALI SEIF RABIEI[4], MARYAM FARHADIAN[5], SHOHREH ALIMOHAMADI[6], SEYEDEH MELIKA KHARGHANI MOGHADAM[7]

ABSTRACT

Introduction: Job satisfaction is one of the factors that can affect the health of staff in hospitals. Organisations often cause job dissatisfaction among employees in three mechanisms which include formal structure of organisation, command-and-control leadership.

Aim: To investigate organisational culture and job satisfaction of specialty hospitals in Hamadan.

Materials and Methods: This descriptive analytical study was conducted in two Hamadan specialised hospitals in the west of Iran. The organisational culture and job satisfaction were evaluated using Robins' Organisational Culture and Minnesota Job Satisfaction Questionnaires. Based on inclusion criteria (lack of significant physical and psychological disorders, at least one year of work experience), 600 staff were entered in this study.

Results: The results showed that the organisational culture score was average in both hospitals (131-206) and the mean

score of organisational culture in the hospital 1 (175.89±12.35) was higher than that of the hospital 2 (171.86±11.35), but this difference was not statistically significant (p=0.216). In term of job satisfaction, the average score of internal (30.69±7.22), external (29.60±6.80) and overall job satisfaction (60.29±13.61), in hospital 1 was better than the hospital 2 (29.29±7.45, 29.07±7.15, 58.27±14.17 respectively), but for external and overall satisfaction the difference was not statistically significant (p>0.05). Also, job satisfaction was average in two hospitals (48-76). The results showed that, organisational culture has a significant relationship with internal, external and overall job satisfaction (p<0.001).

Conclusion: The findings indicated that organisational culture and job satisfaction have an average score in the studied hospitals. The treatment-oriented policy and vertical management in hospitals are the important reasons that affect organisational culture and job satisfaction.

INTRODUCTION

Job satisfaction refers to the general feelings of a person about his occupation and assessment of his job [1]. Employees with higher job satisfaction are physically and mentally in good condition [2,3]. The factors affecting job satisfaction can be classified into four categories: organisational factors, environmental factors, the nature of work and individual factors [4].

Organisational culture is considered as an important and fundamental component in the body of an organisation, and it is a social reality based on unmatched interactions among organisation members [5]. Organisational culture actually represents the cognition of the organisation, and the beneficial organisational culture has a positive effect on staff performance. Indeed, the development of organisational culture facilitates the feeling of identity and commitment as well as enhancing the organisation's stability [6]. Despite a strong and coherent organisational culture, individuals are satisfied with the feeling of responsibility, commitment, and willingness to work while they are more aware of the goals and strategies of the organisation towards values and norms [7]. Organisations often cause job dissatisfaction among employees. Large organisational structures always cause the power to be concentrated in the hands of a relatively few individuals, and the individual is in the last chain, which leads to an individual's lack of interest in the organisation and job dissatisfaction [8].

Job satisfaction and organisational culture are the factors that can affect the health of staff in the hospitals.

The Health Promoting Hospital (HPH) is a hospital that focuses on promoting health and using health promotion strategies to review

and change health care services at three levels of prevention, treatment and rehabilitation, staff and community [9].

In this regard, this study aimed to investigate organisational culture and job satisfaction of specialty hospitals in Hamadan.

MATERIALS AND METHODS

This descriptive-analytical study was performed in the specialty hospitals of Hamadan University of Medical Sciences (Iran) from May to September 2017 Hamadan has two specialty hospitals which are under the supervision of the medical university and have 315 and 340 personnel respectively. The inclusion criteria for the study were, lack of significant physical and psychological disorders, at least one year of work experience and completing the informed consent form. Based on inclusion criteria, 600 staff was entered in this study.

In order to conduct this study, the code of ethics was received (883.1395IR.UMSHA.REC.) from Ethics Committee of Hamadan University of Medical Sciences and an informed consent form for participation in the study was prepared.

Study Tool

This study aimed to assess job satisfaction and organisational culture using Minnesota Satisfaction Questionnaire and Robins' Organisational Culture Questionnaire.

Minnesota Satisfaction Questionnaire (MSQ) is a popular measurement instrument for job satisfaction, originally designed and developed by Brumfield and Roth (1951) at the University of Minnesota. This questionnaire evaluates the satisfaction in three

1

concepts of external satisfaction, internal satisfaction and overall satisfaction. Internal satisfaction means what people think about the nature of their job responsibilities. However, external satisfaction is associated with aspects that are distinct from job tasks. This questionnaire has 20 questions, which measures 10 questions of internal satisfaction and 10 questions of external satisfaction. The scoring of questions is based on 5-point Likert scale. The scoring range is from 1 (very dissatisfied) to 5 (very satisfied) in the questions. The minimum score obtained from the questionnaire is 20 and the maximum is 100. The score obtained from 20 to 47 indicates low satisfaction, 48 to 76 average satisfactions, and 77 to 100 indicate a high satisfaction [10].

The reliability of this questionnaire in current study was determined as 0.86 using Cronbach's alpha.

Robins' organisational culture questionnaire was utilised to assess the organisational culture [11]. This questionnaire consists of 56 questions. The scoring in questions is based on 5-point Likert scale. The scoring range is from 1 (I totally agree) to 5 (I totally disagree) in the questions. The minimum score obtained from the questionnaire is 56 and the maximum 280. The score obtained from 56 to 130 indicates low organisational culture, 131 to 206 average organisational cultures, and 207 to 280 indicate a high organisational culture. The reliability of this questionnaire was determined 0.82 using the Cronbach's alpha.

STATISTICAL ANALYSIS

The questionnaires were completed by researcher to avoid errors in data collection. The data was analysed by SPSS 21 after the questionnaires were completed for the staff in the studied hospitals.

RESULTS

The results show that the majority of staffs were female (83.7%) and their age range was between 20 and 50 years, with an average age of 32.55±8.45. [Table/Fig-1] shows the demographic characteristics of the participants.

The results of the organisational culture status in studied hospitals are presented in [Table/Fig-2]. According to the table, the mean score of organisational culture in hospital 1 is higher than that of hospital 2, but this difference is not statistically significant. The organisational culture is average in both hospitals (131-206).

Hospital	Range	Min	Max	Mean±SD	p-value
1		56	280	175.89±12.35	
2	56-280	56	280	171.86±11.35	0.216
Overall		56	280	173.85±13.2	

[Table/Fig-2]: The status of organisational culture in the studied hospitals.

The results of job satisfaction status in terms of internal, external, and overall satisfaction in the studied hospitals are presented in [Table/Fig-3].

	Hospital	Range	Min	Max	Mean±SD	p-value
Internal satisfaction	1		10	50	30.69±7.22	
	2	10-50	10	50	29.29±7.45	0.013
	Total		10	50	30.00±7.34	
External satisfaction	1		10	50	29.60±6.80	
	2	10-50	10	50	29.07±7.15	0.356
	Total		10	50	29.33±6.94	
Overall satisfaction	1		20	100	60.29±13.61	
	2	20-100	20	100	58.27±14.17	0.076
	Total		20	100	59.28±13.92	

[Table/Fig-3]: The status of job satisfaction in the studied hospitals.

According to the results from the table, the average score of internal, external and overall job satisfaction in hospital 1 is better than hospital 2, and this difference is statistically significant for internal job satisfaction (p<0.013), but for external and overall satisfaction is not statistically significant (p>0.05). According to this table, job satisfaction is average in two hospitals (48-76).

[Table/Fig-4] shows the relationship between some of the demographic factors (Organisational factors) with job satisfaction

Demographic index	Category	Hospital 1		Hospital 2		Total	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Employment status*	Official	103	34.3	114	38.0	217	36.2
	Treaty	61	20. 3	4	1.3	65	10.8
	Contractual	52	17.3	43	14.3	95	15.8
	Plan	47	15.7	114	38.0	161	26.8
	Others	37	12.3	25	8.3	62	10.3
Education status	Bachelor	253	84.4	256	85.3	509	84.8
	Master	21	7.0	12	4.0	33	5.5
	MD	4	1.3	6	2.0	10	1.7
	PhD	3	1.0	3	1.0	6	1.0
	Others	19	6.3	23	7.7	42	7.0
Shift work	Morning	65	21.7	76	25.3	141	23.5
	Evening	4	1.3	0	0.0	4	0.7
	Night	6	2.0	10	3.3	16	2.7
	Rotational	225	75.0	212	70.7	437	72.8
	Others	0	0.0	2	0.7	2	0.3
Work experience (year)	<5	126	42.0	140	46.7	266	44.3
	5-10	71	23.7	66	22.0	137	22.8
	10-15	54	18.0	31	10.3	85	14.2
	15-20	25	8.3	13	4.3	38	6.3
	>20	24	8.0	50	16.7	74	12.3

[Table/Fig-1]: Demographic characteristics of participants.
*Personnel in Iran are usually employed in several ways: Official: Official staffs have higher job security and employed by government for 30 years; Treaty: Temporarily staff hired by government for a specified period of time (3 or 5 years); Contractual: Contractual staff hired by government for one year; Plan: Plan staff hired by government equal to the period of governmental university education; Corporative: Corporative staff hired by company for one year

and organisational culture. According to this table, employment type and education level have a significant relationship with job satisfaction ($p<0.05$).

Demographic index	Category	Mean ±SD	Organisation culture	Job satisfaction
			p-value	
Type of employment	Official	130.01±19.3		
	Treaty	128.5±23.0		
	Contractual	127.2±18.1	0.001	0.002
	Plan	129.0±21.3		
	Others	136.1±24.3		
Education status	Bachelor	263.3±21.2		
	Master	136.1±20.5		
	MD	127.4±17.0	0.123	<0.001
	PhD	132.0±13.2		
	Others	133.2±27.2		
Shift work	Morning	133.1±19.6		
	Evening	128.2±26.6		
	Night	130.4±22.2	0.441	0.211
	Rotational	128.7±21.0		
	Others	126.5±14.9		
Work experience (year)	<5	132.0±21.9		
	5-10	126.0±18.2		
	10-15	125.5±18.9	0.024	0.060
	15-20	128.4±19.7		
	>20	134.1±21.8		

[Table/Fig-4]: The relation of demographic characteristics with job satisfaction and organisational culture.

There is a significant relationship between employment type and work experience in the context of organisational culture ($p<0.05$).

The results of study on the relationship between organisational culture and job satisfaction are presented in [Table/Fig-5]. As can be seen, organisational culture has a significant relationship with internal, external and overall job satisfaction in both hospitals ($p<0.001$).

Hospitals	Job satisfaction	Pearson Correlation	p-value
1	Internal satisfaction	0.693	<0.001
	External Satisfaction	0.677	<0.001
	Overall satisfaction	0.706	<0.001
2	Internal satisfaction	0.600	<0.001
	External Satisfaction	0.565	<0.001
	Overall satisfaction	0.602	<0.001
Overall	Internal satisfaction	0.605	<0.001
	External Satisfaction	0.634	<0.001
	Overall satisfaction	0.684	<0.001

[Table/Fig-5]: The Correlation between organisational culture and job satisfaction.

DISCUSSION

The results of this study indicated that organisational culture was average in the studied hospitals. One of the disadvantages of hospitals management across Iran is that a traditional vertical management system is used where important decisions and policy makings are taken by top level managers, and power is in the hands of a limited number of people, thus majority of the personnel are only implementing the decisions. Therefore, teamwork in hospitals is poor and participation in decision-making is least possible.

The results of this study indicated that job satisfaction was average in the studied hospitals. Lu H et al., in a systematic review found that job satisfaction of nurses working in hospitals is closely related to their working conditions and organising work environment, job stress, ambiguity, and conflict of role, understanding, and content of the role [12].

The results of studies in Iran have shown that the job satisfaction of hospital nurses is average and the allocation of welfare facilities, satisfaction with the work environment and improvement of reward are the factors that affect the job satisfaction [13,14].

The results of the study showed that type of employment and education level had significant relation with job satisfaction. This relation can be because in the studied hospitals, individuals with high levels of education had jobs with high pay, reward and benefits. Also, in these hospitals, staff were employed in the form of official, treaty, contractual and plan which have different salaries, benefits and rewards.

In the field of organisational culture, employment type and work experience have significant relation. The reason for this significant relation can be found in the fact that these individuals usually have a lot of work experience in the organisation and they are accustomed to the organisation and have positive view toward the organisation. Organisations also tend to pay more attention to people who have a lot of work experience and consider their work experience valuable. The results of study indicated that there is a strong relationship between organisational culture and job satisfaction and the level of both are on average. A positive organisational culture enhances employee satisfaction and is effective by increasing the interactions among colleagues in creating a positive working environment. In this environment, tasks are organised in a way that helps staff to reach a high level of job satisfaction and organisational goals [15]. It is shown that organisational culture affects the formulation of goals and strategy, job satisfaction, job motivation, organisational performance, creativity and innovation, the amount of staff participation, decision-making, hard work and the effectiveness of organisations [16,17]. The results of a study conducted by Zeng T et al., show that organisational culture is the most important factor that enhances job satisfaction [18]. The results of some studies show that communication with colleagues and managers is one of the important factors in job satisfaction among hospital staff [19-23].

LIMITATION

This study is subject to potential limitations such as, the study data were collected by self-reporting through a questionnaire that could have effect on the results. Due to the fact that most of the personnel of the studied hospitals were female and the number of male staff was lower, gender cannot be studied.

CONCLUSION

Considering that the main purpose of this study was to identify the weak points of the hospitals to move towards HPHs, unfortunately, organisational culture and consequently job satisfaction in the hospitals were average and establishment of proper organisational culture and consequently enhancement in job satisfaction is required in order to achieve the standards of HPHs..

ACKNOWLEDGEMENTS

REFERENCES

[1] Rogelberg SG. Encyclopedia of industrial and organizational psychology: Sage; 2007.
[2] Price JL. Reflections on the determinants of voluntary turnover. International Journal of Manpower. 2001;22(7):600-24.
[3] Moghimi SM. Organization and management research approach. Tehran: Terme Publisher. 2001:315-20.
[4] Spector PE. Job satisfaction: Application, assessment, causes, and consequences: Sage publications; 1997.

[5] Smircich L. Concepts of culture and organizational analysis. Administrative Science Quarterly. 1983;28(3):339-58.

[6] Cheung SO, Wong PS, Wu AW. Towards an organizational culture framework in construction. International Journal of Project Management. 2011;29(1):33-44.

[7] Mamizade J. Impact of organizational culture on its per-2. formance. Tadbir. 1997;61:38-40.

[8] Salari S, Pelivarzadeh M, Rafati F, Ghaderi M. Assessing the relationship between organizational culture and job satisfaction among hospital staff: case study. Quarterly Journal of Nursing Management. 2013;2(3).

[9] Lee CB, Chen MS, Chu CM-Y. The health promoting hospital movement in Taiwan: recent development and gaps in workplace. International Journal of Public Health. 2013;58(2):313-17.

[10] Weiss DJ, Dawis RV, England GW. Manual for the Minnesota Satisfaction Questionnaire. Minnesota studies in vocational rehabilitation. 1967.

[11] Robbins SP, Judge T. Essentials of organizational behavior. Pearson; 2014.

[12] Lu H, Barriball KL, Zhang X, While AE. Job satisfaction among hospital nurses revisited: a systematic review. International Journal of Nursing Studies. 2012;49(8):1017-38.

[13] Shahbazi L, Salimi T. Job satisfaction of nurses in hospitals in the provinces of Yazd. Journal of Shaeed Sdoughi University of Medical Sciences Yazd. 2002;10(3):70.

[14] Abbaschian R, Avazeh A, Rabi SiahkaliS S. Job satisfaction and its related factors among nurses in the Public Hospitals of Zanjan University of Medical Sciences, 2010. Preventive Care in Nursing & Midwifery Journal. 2011;1(1):17-24.

[15] Meterko M, Mohr DC, Young GJ. Teamwork culture and patient satisfaction in hospitals. Medical Care. 2004;42(5):492-98.

[16] Duquette A, Kérowc S, Sandhu BK, Beaudet L. Factors related to nursing burnout a review of empirical knowledge. Issues in Mental Health Nursing. 1994;15(4):337-58.

[17] Weber Y, Pliskin N. The effects of information systems integration and organizational culture on a firm's effectiveness. Information & Management. 1996;30(2):81-90.

[18] TZeng HM, Ketefian S, Redman R. Relationship of nurses' Assessment of organizational culture, Job satisfaction and patient satisfaction with nursing care. International Journal Of Nursing Studies. 2002;39(1):79-84.

[19] Wyatt J, Harrison M. Certified pediatric nurses' perceptions of job satisfaction. Pediatric Nursing. 2010;36(4):205.

[20] Hamidi Y, Barati M. Communication skills of heads of departments: Verbal, listening, and feedback skills. Journal of Research in Health Sciences. 2011;11(2):91-96.

[21] Jelastopulu E, Tsouvaltzidou T, Vangeli E, Messolora F, Detorakis J, Alexopoulos EC. Self-reported sources of stress, job satisfaction and quality of care in professional hospital nurses in West-Greece. Nursing and Health. 2013;1(1):1-9.

[22] Kounenou K, Aikaterini K, Georgia K. Nurses' communication skills: Exploring their relationship with demographic variables and job satisfaction in a Greek sample. Procedia-Social and Behavioral Sciences. 2011;30:2230-34.

[23] Mahmoudi H, Boulhasani M, Sepahvand MJ. The relationship between use of communication skills and job satisfaction of nurses. Daneshvar. 2012;20(101):77-82.

PARTICULARS OF CONTRIBUTORS:
1. Department of Public Health, School of Public Health, Hamadan University of Medical Sciences, Hamadan, Iran.
2. Social Determinants of Health Research's Center, Department of Health Management and Economic, School of Public Health, Hamadan University of Medical Sciences, Hamadan, Iran.
3. Department of Public Health, School of Public Health, Hamadan University of Medical Sciences, Hamadan, Iran; Social Determinants of Health Research Center, Hamadan University of Medical Sciences, Hamadan, Iran.
4. Community Medicine Department, School of Medicine, Hamadan University of Medical Sciences, Hamadan, Iran.
5. Department of Biostatistics, School of Public Health and Research Center for Health Sciences, Hamadan University of Medical Sciences, Hamadan, Iran.
6. Faculty of Medicine, Hamadan University of Medical Sciences, Hamadan, Iran.
7. Department of Public Health, School of Public Health, Hamadan University of Medical Sciences, Hamadan, Iran.

NAME, ADDRESS, E-MAIL ID OF THE CORRESPONDING AUTHOR:
Seyedeh Melika Kharghani Moghadam,
Department of Public Health, School of Public Health, Hamadan University of Medical Sciences,
Postal code: 6517838736, Hamadan, Iran.
E-mail: m_kharghani@yahoo.com