Effect of Manager Leadership Behavior and Demographical Factors on Job Satisfaction in Military Healthcare Personnel

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Abstract

Aims: Due to the importance of job satisfaction (JS), this study attempted to examine factors involved in JS in military healthcare personnel in 2008.

Methods: This study was carried out on 301 employees, 246 (%81.7) female and 55 (%18.3) male, working in a MSH (Military Specialty Hospital) selected using stratified sampling. Standardized JSS job satisfaction questionnaire, Burdens & Metzcs Leadership Behavior Description (LBD), and a questionnaire checking demographical variables were used for data collection.

Results: Age, experience, work position, education and working shift had a statistically significant relationship with job satisfaction but sex, marital status, and type of employment did not show a statistically significant relationship with job satisfaction. In addition, there was a significant relationship between job satisfaction in managers and staff and their LBD, sex, and education.

Conclusion: We can improve job satisfaction in employees by paying more attention to employees’ personality and salary.

Keywords: Job Satisfaction, Health Care Personnel, Military

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Introduction

Job satisfaction is a psychological factor which has a key role in the health conditions of active and efficient human resources in a society. Various studies have shown that low job satisfaction can result in anti-social behaviors such as producing defective products, giving poor services, making and distributing destructive gossips, being absent at work, and leaving workplace [1].

Job satisfaction is defined differently. It is referred to as the total tendencies and positive feelings one has towards her job. It is the personal evaluation one has regarding her background and whether her present job would be the best option they would choose in future [2]. In fact, job satisfaction is the feeling one would have about her job. When it is said that one has a high job satisfaction, it means that she likes her job in general and respects that. Many factors are involved in job satisfaction including the internal and external environment, specific responsibilities [3], salary, connections, policies, work dimensions, discipline, and employees’ personal characteristics [4]. For example, studies in Norway and Germany showed that physicians in hospitals in Norway enjoyed a better job satisfaction due to having better working hours and payment [5]. Habib and Shirazi, examining job satisfaction in a general hospital staff, observed that 61% of the participants were satisfied with their job, but the rest were not [6]. Another study showed that the majority of the personnel were satisfied with their job in terms of supervision, coworkers, and nature of work, but they were not happy with their job in terms of promotions and salary [7]. Another study on nurses’ job satisfaction found that long working hours, unsuitable working conditions, poor evaluation, and inefficiency of the incentive and punishment system were among the factors resulting in their dissatisfaction [8]. As one’s job experience increases, her job satisfaction increases [9]. Salary and the social atmosphere of the workplace are known to be important factors in job satisfaction, too [10].

Another factor affecting job satisfaction in employees is managers’ leadership style. Managers’ leadership style is an important factor affecting the efficiency and productivity of an organization. The behavioral patterns of managers can influence the personnel’s job motivation and attitude and increase their job satisfaction [11,12]. The personnel’s job satisfaction is an index for the evaluation of the efficiency of management in an organization. As such, managers should try to increase job satisfaction in their personnel by implementing an appropriate and efficient leadership style. High job satisfaction can result in higher organizational commitment, creativity, and efficiency and will finally result in improvement in the quality of the offered medical services [13].

Job characteristics are affected by job responsibilities, and these responsibilities can result in job satisfaction or dissatisfaction. Every year a great number of hospital staff leave their job due to dissatisfaction with their job, which both imposes considerable educational costs and wastes skilled human resources. The present study was an attempt to examine the effect of leadership style and demographical variables on job satisfaction of the personnel in a military hospital.

Methods

Research sample: The present study was a cross-sectional one done on health care staff as the population. The inclusion criteria were being officially employed, having at least one year of experience, not being retired, and not having any evident physical or mental problem. It was done in September 2010 with a sample comprised of 301 participants selected using stratified sampling from a military specialty hospital. The participants were selected from 15 departments in the hospital and
were asked to fill two questionnaires: a questionnaire on their demographical information and another one assessing their job satisfaction. The person in charge in each department was asked to answer a third questionnaire on leadership style.

**Apparatus**

- **JSS Job Satisfaction Questionnaire**
  It is a 36 item questionnaire with 9 subscales: Pay, Promotion, Supervision, Fringe benefits, Contingent rewards, Operating procedure, Colleagues, Nature of work, and Communication. The items were in a six point Likert scale ranging from ‘completely agree’ to ‘completely disagree.’ In previous studies, the reliability of this questionnaire had been reported to range from 0.60 to 0.91 [15]. The concurrent validity of this questionnaire had been demonstrated using JDI questionnaire. The subscales had showed a correlation of 0.61 to 0.80 with JDI questionnaire which is acceptable [14]. The seven subscale form of this questionnaire has been standardized in Iran, which ended up in 6 factors: Pay, Supervision, Nature of work, Communication, Promotion, Operating Procedure, and Colleagues. The internal consistency of the questionnaire using Cronbach alpha was found to be 0.86 and the reliability of the subscales ranged between 0.57 and 0.86. The predictive and construct validity of the questionnaire were also checked in that study [16].

- **Leadership Style Questionnaire**
  It is a 35 item questionnaire in a five-point Likert scale. One section with 15 items investigates relationship-oriented leadership style, while another section with 20 items investigates task-oriented leadership style. Using test-retest procedure, Rezaee and Saaatchi found the reliability of the test to be 0.81 [17]. Shah Hosseini, as cited in Mosadeghrad [18], found a Cronbach alpha of 0.93 for this questionnaire. The validity of this scale has also been confirmed by other researchers [17,18].

- **Demographical Questionnaire**
  Data on variables such as age, gender, marital status, type of employment, academic degree, position, and work experience were collected as well. Both descriptive and inferential statistics including correlation coefficient, independent samples t test, and ANOVA were used for data analysis using SPSS 16.

**Results**

The sample comprised of 301 participants, with 246 female (81.7%) and 55 male (18.3%) participants. From among the participants, 54 were single and 247 were married. Regarding their age, 14 (4.7%) were below 25; 191 (63.5%) were between 26 and 40; and 96 (31.9%) were above 40. In terms of job experience 71 had less than 5 years of experience, 57 had 5-10 years of experience, 81 had 11-15 years of experience, and 29 had more than 15 years of experience. 122 (40.5%) worked in morning shifts, 65 (21.6%) worked in the morning and midday shifts, 43 (14.3%) had a rotational work shift, and 71 (23.6%) worked at night shifts. Sixty one managers did not have any academic degree, 59 had an AA degree, 124 had a BA/BSc degree, and 57 had an MA/MSc or higher degree. The mean job satisfaction was 82.7% in this study.

From among the 15 supervisors participating in this study, 2 were male and 13 were female. Five were single and 10 were married. Regarding their age, one was below 25; 9 were between 26 and 40; and 5 were above 40. In terms of job experience 3 had less than 5 years of experience, 5 had 5-10 years of experience, 7 had 11-15 years of experience, and 2 had more than 15 years of experience. Six managers did not have any academic degree, 2 had an AA degree, 4 had a BA/BSc degree, and 3 had an MA/MSc or higher degree. The mean job satisfaction for managers was 80% in this study.

Table 1 and 2 present the results of the relationship between job satisfaction and demographical variables. Age, work
experience, position, educational degree, and working shift showed a significant relationship with job satisfaction in the personnel. However, gender and marital status did not demonstrate any significant relationship with job satisfaction.

### Table 1. The Effect of Demographical Variables on Job Satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>Level</th>
<th>Mean</th>
<th>SD</th>
<th>t</th>
<th>df</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>97.34</td>
<td>15.59</td>
<td>2.34</td>
<td>(299,1)</td>
<td>0.125</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>93.84</td>
<td>15.14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marital status</td>
<td>single</td>
<td>92.61</td>
<td>17.06</td>
<td>0.99</td>
<td>(299,1)</td>
<td>0.320</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>94.89</td>
<td>14.84</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Diploma</td>
<td>96.80</td>
<td>13.92</td>
<td></td>
<td>(261,2)</td>
<td>0.034</td>
</tr>
<tr>
<td></td>
<td>AA or BA</td>
<td>91.84</td>
<td>15.42</td>
<td>3.42</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MA or above</td>
<td>97.82</td>
<td>14.38</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position</td>
<td>Manager</td>
<td>100.41</td>
<td>13.21</td>
<td>7.74</td>
<td>(299,1)</td>
<td>0.006</td>
</tr>
<tr>
<td></td>
<td>Non-manager</td>
<td>93.50</td>
<td>15.37</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Non-official</td>
<td>92.90</td>
<td>12.84</td>
<td></td>
<td>(298,2)</td>
<td>0.071</td>
</tr>
<tr>
<td></td>
<td>Contract-based</td>
<td>92.47</td>
<td>15.88</td>
<td>2.67</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Officially</td>
<td>96.55</td>
<td>14.64</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working shift</td>
<td>Day shift</td>
<td>96.72</td>
<td>13.77</td>
<td></td>
<td>(297,3)</td>
<td>0.021</td>
</tr>
<tr>
<td></td>
<td>Morning &amp; evening shift</td>
<td>96.41</td>
<td>16.64</td>
<td>3.28</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rotational shift</td>
<td>90.75</td>
<td>17.08</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Night shift</td>
<td>91.14</td>
<td>14.47</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Table 2. The Relationship between Job Satisfaction and Age and Work Experience

<table>
<thead>
<tr>
<th>age</th>
<th>Experience</th>
<th>Correlation</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>0.217</td>
<td>P&lt;0.001</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.218</td>
<td>P&lt;0.001</td>
</tr>
</tbody>
</table>

In addition, the relationship between the personnel’s job satisfaction and the managers’ leadership style and the demographical variables is presented in Table 3 and 4. A manger’s leadership style and her education had a significant relationship with her personnel’s job satisfaction. However, there was no relationship found between personnel’s job satisfaction and managers’ age, working experience, and management experience.

### Table 3. The Effect of Managers’ Demographical Variables on Personnel’s Job Satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>level</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>t</th>
<th>df</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>gender</td>
<td>Male</td>
<td>100.04</td>
<td>11.82</td>
<td>3.58</td>
<td>(139,1)</td>
<td>0.049</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>93.59</td>
<td>14.77</td>
<td>5.38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Up to BA</td>
<td>92.81</td>
<td>14.52</td>
<td>9.04</td>
<td>(139,1)</td>
<td>0.003</td>
</tr>
<tr>
<td></td>
<td>MA and above</td>
<td>101.90</td>
<td>12.22</td>
<td>9.04</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Table 4. The Relationship between Personnel’s Job Satisfaction and Managers’ Age and Experience

<table>
<thead>
<tr>
<th>Age</th>
<th>Management experience</th>
<th>Job Experience</th>
<th>Leadership style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>0.105</td>
<td>0.118</td>
<td>0.165</td>
</tr>
<tr>
<td>Sig.</td>
<td>0.215</td>
<td>0.164</td>
<td>0.051</td>
</tr>
</tbody>
</table>

### Discussion

In this study, it was found that leadership style, marital status, and education were related to job satisfaction in the personnel. As a manager’s age, experience, and educational level increase, the job satisfaction in her personnel increases as well. This could be due to the fact that as one grows older, her management experience increases and results in her knowledge improvement, which can directly or indirectly increase job satisfaction in the personnel. These findings were in line with those in Kave et al.’s study [19].

There is a direct positive relationship between management style and job satisfaction. The better the leadership style, the higher the personnel’s satisfaction. When a manager is male and...
has a high educational degree, personnel’s job satisfaction is higher than the time when the manager is female and has a lower educational degree [17,18]. As in other studies, no relationship was found between marital status and job satisfaction [20,21]. Moreover, there was a positive relationship between job satisfaction and work experience which is confirmed by previous studies [22-25]. As in the case of Keramati et al. [26], no relationship was found between gender and job satisfaction.

The work shift was found to affect job satisfaction, with those working in day shift having the highest and those with a rotational work shift having the lowest level of job satisfaction, which is in line with some previous studies [27,28] but contradicts some others [29]. Night shifts can be the main reason for this. Those working at nights or having rotational shifts are negatively affected and show physiological and mental symptoms [30,31].

Those with an average educational level (AA or BA/BSc) had a lower level of job satisfaction in comparison with those with higher and lower educational degree. This can be explained by the low expectations of those with lower educational degrees and the higher income in those with higher educational degrees. Other studies have also shown that job satisfaction increases as the educational level increases [23,32]. In addition, the senior managers had the highest job satisfaction, with midlevel managers ranking second and non-responsible personnel standing third.

Teaching appropriate strategies in management, considering the educational level and job experience of the managers, having a fair and efficient financial system especially in the mid-educational level, and increasing motivation and responsibility acceptance in the personnel are all measures that can be taken for improving job satisfaction in an organization.

In spite of the big sample size and the precise data collection procedure followed, this study suffers in generalizability due to the fact that the data were collected from one hospital only.

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**References**


