

Job satisfaction: Factor analysis

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Abstract: *Studies with respect to job satisfaction have been conducted during different time in different industries. Empirical findings revealed that there are number of studies in service sectors. Albeit, there are few research works in hospital services. Thus, this study is conducted to know the factors of job satisfaction. This study selected a sample of 100 employees (20 employees form 5 hospitals). The primary collection techniques used in this research is questionnaire. Results of the descriptive statistics i.e. mean values for voluntary turnover, involuntary turnover, gender- based absenteeism, age- based absenteeism, economic strike and unfair strike almost lie in 2 in the likert scale. This refers to that all items of job satisfaction have agreeable in the scale. Value of Kaiser-Meyer-Olkin is 0.511. This means that the sample size taken as 100 is enough in this study. Next statistics is Bartlett's Test of Sphericity which is measured by approximate chi- square. Approximate chi- square is 58.431 with degrees of freedom of 15. Initial communalities and extracted communalities for voluntary turnover, involuntary turnover, gender- based absenteeism, age- based absenteeism, economic strike and unfair strike are satisfactory. Total variance for all item explains about 70% of the total variance. Study found that all the turnover, absenteeism and strike contributes to job satisfaction. Positive nature of turnover, absenteeism and strike leads to job satisfaction. Contrarily, Negative nature of turnover, absenteeism and strike contributes to job dissatisfaction*

Keywords: Factor analysis, Job satisfaction.

Introduction

Robbins (2003) defined that job satisfaction depends on four main primary factors such as rewards, pay, promotion, experience, supportive work environment, the challenging work and supportive colleagues. Similarly, Locke (1976); Kinicki and Kreitner (2003); Arnold and Feldman (1986); Robbins (2003) defined about job satisfaction. Studies with respect to job satisfaction have been conducted during different time in different industries. Empirical findings revealed that there are number of studies in service sectors such as Universities, schools, hotel industries and so on. As far as the reviews of the literatures conducted by researcher so far there are few research works in hospital services. Specially speaking, there are satisfaction studies with the combination of performance. Ismail and Velnampy studied about determinants of employee satisfaction in public health service organizations in Eastern Province of Sri Lanka. Ismail and Velnampy (2013) studied about determinants of corporate performance in public health service organizations in Eastern Province of Sri Lanka. Ismail and Velnampy (2013) studied about corporate performance and satisfaction in public health service

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organizations in Eastern Province of Sri Lanka. All these studies were conducted in different contexts. In addition to these, their findings also vary time to time. Realising these facts, this study is conducted in hospitals in Akkaraipattu Municipal Area. Job satisfaction in hospitals in Akkaraipattu Municipal Area is important. Thus, this study is conducted to know the factors of job satisfaction.

Research Question and Objective

This study tries to raise “what factors influence the job satisfaction” as a research question. This raised research question is converted into research objective. Thus, objective of this study is to know about the factors of job satisfaction.

Significance of the Study

This study is significant in number of ways. Study of job satisfaction has been carried out during different period of time. Robbins (2003); Locke (1976); Kinicki and Kreitner (2003); Arnold and Feldman (1986); Robbins (2003); Hoppock (1935); Vroom (1964) studied about job satisfaction. Studies found that job satisfaction is closely related to employees’ work behaviour. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al., 1985). Some other studies have found that job satisfaction brings financial benefits to both employees and the organizations. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Few other studies have proved that job satisfaction lead to productivity. Job satisfaction is generally perceived to be directly linked to productivity as well as to personal well-being. Studies have witnessed that job satisfaction leads to organizational commitment. Rue and Byaes (2003) found that job satisfaction leads to commitment to organization & reduced turnover, reduced absenteeism, and strike-free working environments.

Review of the Literature

This study is based on the review of the previous research studies. Ismail and Velnampy studied about determinants of employee satisfaction in public health service organizations in Eastern Province of Sri Lanka. Ismail and Velnampy (2013) studied about determinants of corporate performance in public health service organizations in Eastern Province of Sri Lanka. Ismail and Velnampy (2013) studied about corporate performance and satisfaction in public health service organizations in Eastern Province of Sri Lanka. Ismail and Velnampy (2013) studied about a conceptual study on corporate performance and satisfaction in public health service organizations in Eastern Province of Sri Lanka using balanced scorecard. Ismail (2013) studied about user satisfaction in furniture industry from the point of view of house of quality approach.

Rue and Byars (2003) approached job satisfaction with regard to different factors. Findings revealed that job satisfaction is under the influence of a series of factors such as the nature of work, salary, advancement opportunities, management, work groups and work conditions. It was found that factors such as manager’s concern for people, job design (scope, depth, interest and perceived value), compensation (external and internal consistency), working conditions, social relationships, perceived long-range opportunities, perceived opportunities elsewhere and levels of aspiration and need achievement are important for job satisfaction. It is imperative to note that there are number of theories that speak about job satisfaction in literatures.

Dimensions of Job Satisfaction

Studies have found that there are number of factors that determine the job satisfaction. They are turnover (such as voluntary and involuntary), absenteeism (based on demographics such as gender, age and education) and strikes (such as economic strikes, unfairness and lockout). These dimensions of job satisfaction are outlined one by one.

Turnover

Employee turnover, as defined by Hom and Griffeth (1994), is ‘voluntary terminations of members from organizations’. Loquercio *et al.* (2006) observed that staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract. According to Singh *et al.* (1994), staff turnover is the rate of change in the working staffs of a concern during a defined period. Ivancevich and Glueck (1989) opine that staff turnover is the net result of the exit of some employees and entrance of others to the organization. Kossen (1991) defined turnover as the amount of movement in and out (of employees) in an organization. Employee turnover is the rotation of workers around the labor market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi & Hollman, 2000). Staff turnover that can occur in any organization might be either voluntary or involuntary. Voluntary turnover refers to termination initiated by employees while involuntary turnover is the one in which employee has no choice in the termination as it might be due to long term sickness, death, moving overseas, or employer-initiated termination. (Heneman, 1998). Turnover is referred as an individual’s estimated probability that they will stay or not stay in an employing organization (Cotton & Tuttle, 1986). A number of terms have been used for employee turnover, such as quits, attrition, exits, mobility, migration or succession (Morrell *et al.*, 2004).

Absenteeism

Employee absenteeism is a worldwide phenomenon which, due to the financial impact on a nation’s economy, is an important subject on the international agenda. In order to provide new insights into employee absenteeism a model with a broad variety of determinants is constructed and tested for Europe as a whole and the individual countries. Based on previous studies, a wide selection of determinants was distinguished and divided into categories such as demographics, gender, age, education. Gender refers to that women are expected to be absent more often since they are, traditionally seen, more inclined with taking care of the household (Barmby, Ercolani and Treble, 2002), but also other explanations were found in the literature. Age denotes that the basis for this view can be found in the theories concerning the labour-leisure choice framework (Allen, 1981) and organizational commitment (Gellatly, 1995). Like Drago and Wooden (1992) explain in their research, the higher absence rate among younger workers can be expected because of the greater opportunity cost of forgone leisure. They further state that younger workers are typically very mobile between jobs and thus will be less committed to the firm and workgroup than older workers are. Allen and Meyer (1993) and Hackett, Bycio and Hausdorf (1994) also state that affective and continuance commitment tends to be higher for older than for younger employees, as well for employees with longer, rather than shorter, organizational tenure. Analysis from Leaker (2000) concerning absenteeism in the United Kingdom supports the statement that younger employees are more likely to take sickness absence than older employees. Education has been connoted by several studies. Drago and Wooden (1992); Steers and Rhodes (1978); Granlund (2010); Winkleby and Barret (1990); Koopmanschap, *et. al.* (1993)

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all found a negative relation between education and absenteeism. In line with the literature this study also expects a negative relation between the level of education and absenteeism.

Strike

Several previous studies have highlighted about strikes of several types. Economic strikes are intended to resolve a “Bargaining Impasse”. It can only occur in connection with contract negotiations (Henry, 1978). Unfairness is the purpose is to force the employer to cease committing what the union believes to be unfair labor practices. It may or may not occur during negotiations (Henry, 1978). Lockout is management's equivalent of a strike. It can only occur legally when an existing labor agreement has expired and there is truly an impasse in contract negotiations (Henry, 1978).

Operationalisation

The above review of literature assisted to derive the operationalisation as specified in Table 1.

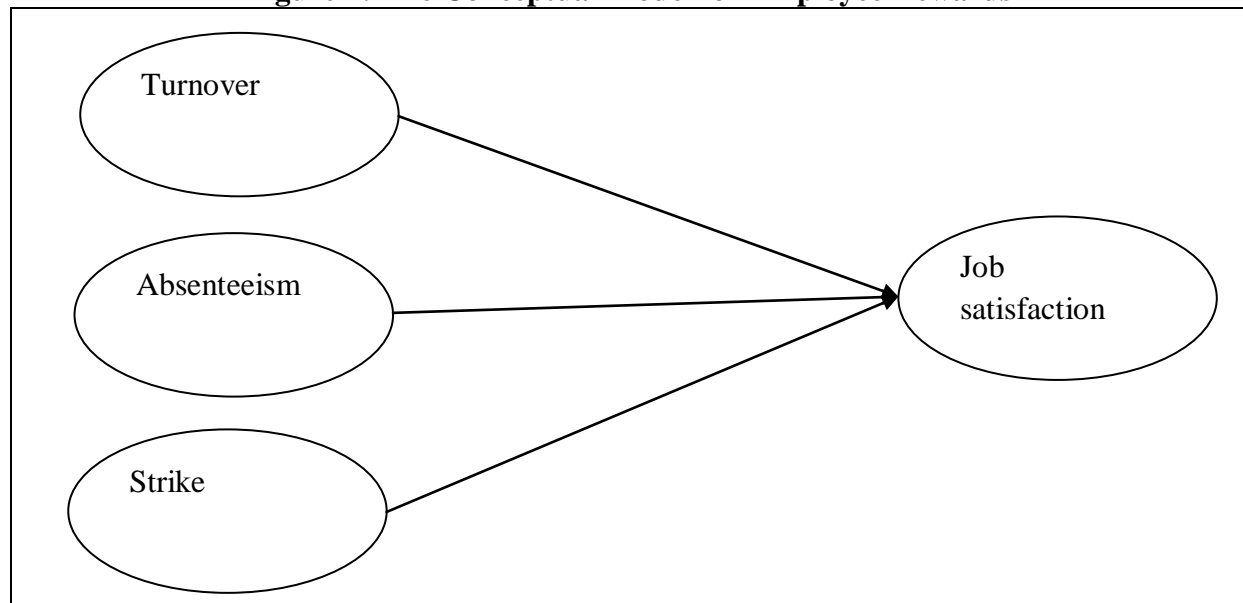
Table 1: Operationalisation

Concept	Variable/ Dimension	Indicator	Measure
Satisfaction	Job Satisfaction	Turnover	1. Voluntary 2. Involuntary
		Absenteeism	1. Gender 2. Age
		Strike	1. Economic 2. Unfair

Conceptual model

The review of literature helped to derive the following conceptual model. Figure 1 depicts the conceptual model for job satisfaction.

Figure 1: The Conceptual Model for Employee Rewards



Source: Review of Literature & Ismail, 2015

Methodology

Selection of sample

This study selected a sample of 100 employees (20 employees from 5 hospitals). Study selected 20 employees from five hospitals in Akkaraipattu Municipal Area. They are Base hospital Akkaraipattu, Genius hospital Akkaraipattu, District hospital of Addalaichenai, Base hospital of Palamunai and District hospital Oluvil.

Data Collection Method

This study solely depends on the primary data collection technique. The primary collection techniques used in this research is questionnaire. These questionnaires were issued to all the five hospitals in Akkaraipattu Municipal Areas. The questionnaire has two parts. The first part was for personal details. The second part consisted of 05 questions. Questionnaire was measured in 5 point likert scale ranging from 1 (strongly agreed) to 5 (strongly disagreed) to measure job satisfaction.

Method of analysis

The statistical analysis techniques were used in this research. Mainly, descriptive statistics and factor analysis were used in this study with the support of SPSS that has a version of 22.

Results and Discussion

Descriptive Statistics

Mean for voluntary turnover, involuntary turnover, gender- based absenteeism, age- based absenteeism, economic strike and unfair strike almost lie in 2 in the likert scale. This refers to that all items of job satisfaction have agreeable in the scale. Descriptive statistics are tabulated in Table 2.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Voluntary turnover	100	1	5	2.43	1.037
Involuntary turnover	100	1	5	2.64	1.283
Gender- based absenteeism	100	1	5	2.23	1.043
Age- based absenteeism	100	1	5	2.62	.962
Economic strike	100	1	5	2.75	1.077
Unfair strike	100	3	5	3.07	.293
Valid N (listwise)	100				

Factor Analysis

Value of Kaiser-Meyer-Olkin is 0.511. KMO is a measure of sampling adequacy. This means that the sample size taken as 100 is enough in this study. Next statistics is Bartlett's Test of Sphericity which is measured by approximate chi- square. Approximate chi- square is 58.431 with degrees of freedom of 15. Approximate chi- square is also significant. KMO and Bartlett's Test of Sphericity are tabulated in Table 3.

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Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.511
Bartlett's Test of Sphericity	Approx. Chi-Square	58.431
	Df	15
	Sig.	.000

Communalities

Initial communalities for voluntary turnover, involuntary turnover, gender- based absenteeism, age- based absenteeism, economic strike and unfair strike are 1 respectively. Extracted communalities for those are higher than 0.6. Initial and extracted communalities are tabulated in table 4.

Table 4: Communalities

	Initial	Extraction
Compensation	1.000	.628
Security	1.000	.616
Social status	1.000	.704
Independence	1.000	.714
Achievement	1.000	.805
Recognition	1.000	.758

Extraction Method: Principal Component Analysis.

Total Variance

Total variance for all items such as voluntary turnover, involuntary turnover, gender- based absenteeism, age- based absenteeism, economic strike and unfair strike explain about 70% of the total variance. These are witnessed by initial eigenvalues, sums of squares before and after the rotation. Total variance is explained in Table 5.

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.693	28.212	28.212	1.644	27.398	27.398	1.644	27.398	27.398
2	1.308	21.800	50.012	1.302	21.692	49.090	1.302	21.692	49.090
3	1.225	20.416	70.429	1.280	21.339	70.429	1.280	21.339	70.429
4	.698	11.632	82.060						
5	.582	9.698	91.758						
6	.494	8.242	100.000						

Extraction Method: Principal Component Analysis.

Scree Plot

Scree plot is another way of explaining total variance that is explained. Scree plot depicts the factor components in x axis and eigenvalues in y axis. Scree plot shows that eigenvalues that are higher than 1 contributes to total variation. Scree plot is depicted in Figure 2.

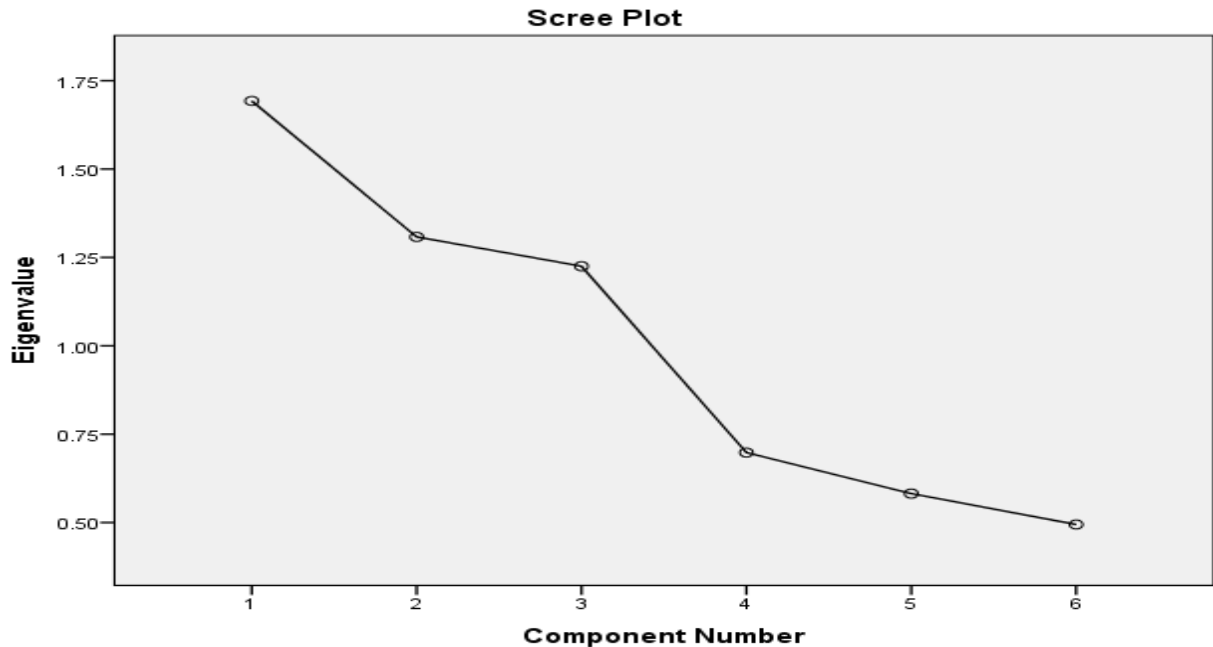


Figure 2: Scree Plot

Conclusion

Results of the descriptive statistics i.e. mean values for voluntary turnover, involuntary turnover, gender- based absenteeism, age- based absenteeism, economic strike and unfair strike almost lie in 2 in the likert scale. This refers to that all items of job satisfaction have agreeable in the scale. Value of Kaiser-Meyer-Olkin is 0.511. This means that the sample size taken as 100 is enough in this study. Next statistics is Bartlett's Test of Sphericity which is measured by approximate chi-square. Approximate chi- square is 58.431 with degrees of freedom of 15. Initial communalities for voluntary turnover, involuntary turnover, gender- based absenteeism, age- based absenteeism, economic strike and unfair strike are 1 respectively. Extracted communalities for those are higher than 0.6. Total variance for all items such as voluntary turnover, involuntary turnover, gender-based absenteeism, age- based absenteeism, economic strike and unfair strike explain about 70% of the total variance. Study found that all the turnover, absenteeism and strike contributes to job satisfaction. Positive nature of turnover, absenteeism and strike leads to job satisfaction. Contrarily, Negative nature of turnover, absenteeism and strike contributes to job dissatisfaction

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