

THE JOB SATISFACTION OF THE MANAGER AND CLINIC SECRETARY

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1. INTRODUCTION

The attitude measurement studies have gained a momentum since the importance of feelings and attitudes beside the competencies and experiences in the effectiveness of employees have been realized. (Shultz and Schultz, 1968). Among those studies job satisfaction has the speciality of being the most examined type of attitude. (Staw, 1984). Job satisfaction has been defined as the frame of job and positive attitudes of individuals towards working environment (Erdoğan, 1996; Güney, 2001; Robbins, 1993; Sancar, 1996; Şimşek, 1994). The contemporary theoreticians have consensus on the fact that one of the supplementary objectives of management is increasing the effectiveness of services and the other is providing job satisfaction for employees. (Aksayan, 1990; Baransel, 1993)

A decrease in job satisfaction may cause undesirable behaviors and consequences. Moreover, it may affect the human psychology negatively. (Başaran, 1991; Temir, 1997). In spite of insufficient evidence on it's reasonability, a strong relation between job satisfaction and devotion to organization exists (Mathieu, 1991; Nauman, 1993; Newstrom & Davis, 1993; Tett, 1993) It has been proved by researches that employees with job satisfaction have adaptability and emotional coherency (Watson & Slack, 1993).

As it is expressed by Şahin and Batıgün, it is very crucial to examine the job satisfaction of employees working in health sector since they belong to high stressed working group. For instance, it is commonly known that a duty causes job satisfaction if employees do not encounter any problem while working, on the other hand the duty becomes the source of stress if a problem occurs and this situation decrease the effectiveness of employees (Heim, 1991) Especially, in health services sector, it has been determined that there is a direct relation between the job satisfaction of employees presenting service and the job pleasure of the community benefiting from these services (Musal and others, 1995). In health services, job satisfaction is positively correlated with effectiveness of the presented services since the main concern is human and no possibility exists to correct any mistake (Akgün and others, 1999). In order to improve the effectiveness of health services it is significant to meet the expectations of service providers (Aksakal and others, 1999; Ersen, 1997; Öztekin, 1995).

The health services are provided by various sorts of health personnel and secretary is one of them. Since the first people who meet patients are secretaries their role seem to be very essential in the effectiveness of hospital or manager. In this respect, they are in a position as executive assistants and also as public relations officials. In spite of this situation, there is not any research on secretaries. When we consider the secretaries spending the 1/3 of their daily life in hospital as other health personnel it appears important to examine their

working life. If the problems they meet in their working environment unite with their own private problems significant consequences may arise both for the secretaries and hospital. It is necessary to analyze the job satisfaction of secretaries since the psychology and performance of the individual can be affected by job satisfaction.

In a rapidly developing technological environment and under the pressure of intensive workload, the executive secretaries are considered as the assistants who provide services to managers in a wide scope. The clinic secretaries arrange the appointments of patients, follow the patients' check in and check out in hospital, keep and save the medical records. In this research, the job satisfaction of managers and clinic secretaries and managers' approach to job satisfaction have been analyzed. Moreover, it is also investigated whether the level of job satisfaction of managers and clinic secretaries are altering according to their demographical characteristics such as marital status, seniority, educational background. It is believed that the results of the research will be beneficial in meeting the expectations of secretaries and increasing their performances.

2. METHODOLOGY

2.1. Sample

220 secretaries determined randomly from 22 university hospitals in which Hacettepe University's Medical Documentation and Secretariat Department's (located in Ankara and Polatlı) last term students had their summer internship. From each hospital, five executive secretaries and five clinics or policlinic secretaries have been randomly selected. In these conditions, the research has been applied to 110 executive secretaries and 110 clinic or policlinic secretaries.

2.2. Data Collecting Instruments

In the research, "Job Satisfaction" and "The Importance Given to Job Satisfaction" scales which had been developed by Paknadel (1995) and expanded and used by Altınışık (1996 & 1997) after testing their validity and reliability were applied. At the beginning of the scale, there are some demographical questions such as age, sex, seniority, marital status and educational background.

The Scale of Job Satisfaction: It aims to measure the individual's job satisfaction level and it consists of five dimension - *management style, working conditions, possibilities for development and promotion, colleagues, physical environment and salary*-. These dimensions have significant similarities with the job satisfaction dimensions dealt with in previous researches (Altaş, 1992; Balci, 1985; Smith & friends, 1969). Regarding the dimensions in the scale, there are 32 items in total. The subjects asked to state in what extent they agree with each item. The level of agreement for these items has been determined through choices prepared by using Likert Type 4 Rating Categories; "Completely Agree", "Agree", "Disagree", "Completely Disagree".

The Scale of Importance Given to Job Satisfaction: Job satisfaction dimensions, number of items in dimensions, number of choices and numeric expression of choices are all-same with the "Job Satisfaction Scale". Only the expressions in items have been altered in order to measure the importance given to job satisfaction by managers and secretaries. In this point, participants asked to reveal the grade of importance of each expression for their managers by using Likert Type 4 Rating Categories. The level of importance evaluated by "Highly Important", "Important", "Unimportant", "Completely Unimportant" choices.

3. PROCESS

The questionnaire, which consists 68 questions–(4 question related to demographical characteristics, 32 questions related to the level of job satisfaction and 32 question related to the importance given to job satisfaction) distributed to subjects and collected by Hacettepe University's Medical Documentation and Secretariat Department's (located in Ankara and Polatlı) last term students. Being a summer term student and being voluntary for attending questionnaire process was required in selection of testers. For attention of subjects an introduction advising to deliver the questionnaires in closed covers was added to the beginning of questionnaire. In analysis of data, SPSS for Windows programs were used and t, MWU, ANOVA test analysis were applied.

4. CONCLUSION AND DISCUSSION

There is no research exists concerning secretaries who communicate directly with patients' relations and who work for 24 hours in shifts in various departments of hospitals. In this research the job satisfaction of managers and clinic secretaries and the importance given by managers to secretaries job satisfaction have been examined in order to remove the deficiency in literature.

The research has several deductions. In frame of groups, the executive secretaries seem to have lower job satisfaction than clinic secretaries. Take in Table I.

Table 1.

The Compare of Job Satisfaction and Job Satisfaction Dimensions of Manager and Clinic Secretaries (f.d=218)

Job Satisfaction Dimensions	Managers (N=110)		Secretary Clinic (N=110)		Secretary t/MWU		t/z	p
	X	.d.	range	x	s.d.	range		
Management Style	2.10	62	2.10	2.33	52	2.90	z=-2.230	0.026*
Working Conditions	2.26	55	2.14	2.56	64	2.71	t=3.777	0.000*
Development possibilities	2.10	61	2.40	2.30	46	2.60	z=-2.819	0.005*
Colleagues	1.83	47	2.14	1.98	43	1.71	t=2.505	0.013*
Physical Environment and Salary	2.48	71	2.67	2.80	68	3.00	t=3.384	0.001*

*p<,05 (The difference between job satisfaction dimensions of manager and clinic secretaries is meaningful).

According to the researches management position brings a lot of responsibilities to individual and the primary objective of the manager becomes to improve the existing conditions in the organization.(Taymaz, 1995). In this situation, the work load of executive secretaries increase. The decrease monitored in the job satisfaction of

executive secretaries may be related to work load. Moreover, executive secretaries may face with some problems since they directly communicate with managers. Regarding the results implication of items consisting management dimensions on job satisfaction should be studied in a wide range.

Another crucial finding is that both of the groups obtain the highest job satisfaction in “physical environment and salary” dimension. This finding is interesting especially in view of salary. Take in Table II.

Table II.

The Items the Cause of the Highest and the Least Job Satisfaction for Manager and Clinic Secretaries

	Manager Sec.		Clinic Sec.	
	x	s.d.	x	s.d.
First 5				
- The rest possibility in my place of employment is adequate.	3.05	1.04		
- I satisfied my salary.	3.01	.93		
-Nourishment possibility like dining hall and canteen is adequate.	2.66	1.11		
-I believe in my future in my place of employment.	2.60	.96		
- The inservice education possibility in my place of employment is adequate.	2.48	1.10		
- The rest possibility in my place of employment is adequate.			3.32	.65
- I satisfied my salary.			3.12	.89
- Nourishment possibility like dining hall and canteen is adequate.			2.94	.86
- I believe that the society is esteem my profession.			2.76	.90
-The security measure in my place of employment is good.			2.68	.88
Last 5				
- There is good relation my collegagues.	1.29	.46		
-I can participate decision related to mine.		.47		
The managers rely on me that I do my job the best.	1.50	.50		
- I do my job gladly.	1.69	.81		
-I rely on myself that I do my job the best	1.71	.63		
-There is good relation my collegagues.			1.43	.53
- I can participate decision related to mine.			1.46	.55
- I rely on myself that I do my job the best			1.66	.78
- The managers rely on me that I do my job the best.			1.85	.65
- I do my job gladly.			1.90	.69

Employees prefer offices, which have suitable working conditions such as good heating, illumination, ventilation and isolation. At the same time, the implication of salary on job satisfaction had been proved. However, the employee should believe that he deserves the pay for job satisfaction based on salary. (Lawler, 1981). In this research, the reason obtaining high job satisfaction through “*physical environment and salary*” may be related with the particular physical conditions of hospitals and the idea of having a job with certain salary. The high degree of job satisfaction in physical environment supports the outcomes of another research (Şahin and Batıgün, 1997).

In respect of job satisfaction, this study has an additional finding, which is related with “*colleagues*”. The job satisfaction of the groups determined at the lowest level in this dimension. So far, the effectiveness of colleagues on job satisfaction has been supported by literature. In harmonious small working teams the job satisfaction increases but incompatible employees cause dissatisfaction at the office (Motowidlo and friends, 1986; Robbins, 1993). The next result of the research reveals the importance of social activities, which improves the personal relations. Furthermore, working willingly is one of the factors causing job satisfaction at least. On the other hand, willingness for carrying out duty is strongly related with perception of job’s importance. (Steers and Porter, 1991)

When it is analyzed in the view of the importance given by managers to secretaries’ job satisfaction the most significant dimension observed to be “*Working Conditions*” for executive secretaries and “*Management Style*” for clinic secretaries. Take in Table III

Table III.

The compare of the importance given by managers to secretaries’ job satisfaction the significant dimension (f.d.=218)

Job Dimension	Managers (N=110)		Secretaries (N=110)		Clinic Secretaries (N=110)		t/MWU	
	x	s.d.	range	X	s.d.	range	t/z	p
Management Style	1.40	.31	1.00	1.54	.40	1.30	z=-2.553	0.011*
Working Conditions	1.48	.37	1.14	1.52	.38	1.71	t=0.945	0.346*
Development possibilities	1.31	.31	1.00	1.40	.46	2.00	z=-0.893	0.372*
Colleagues	1.43	.37	1.29	1.52	.34	1.43	z=-1.803	0.071*
Physical Environment and Salary	1.37	.41	1.00	1.33	.46	2.00	t=0.665	0.507*

*p<.05(The difference is meaningful).

However, the scores given to the items in this part are very low. The secretaries of two groups unite in the view that their job satisfaction is not very important for their managers. This is a vital finding. Nevertheless, employee feels an external pressure and tends to use coping mechanisms when the level of importance given to job satisfaction is low (Folkman and Lazarus, 1986; Magnusson, 1982). The impact of managers on employees’ job satisfaction is commonly known. In order to enable secretaries to work effectively this negative perception should be dismissed.

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When the job satisfaction of secretaries compared according to demographical factors it is realized that the job satisfaction of married secretaries are higher than the singles in every dimension except working conditions. Take in Table IV.

Tablo IV.
The Compare of Job Satisfaction of Secretaries According to Demographical Factors

Job Dimensions	Satisfaction	Not (x=101, f.d.=218) X	Married (x=101, f.d.=218) s.d.	Married (x=119, f.d.=218) x	(x=119, f.d.=218) s.d.	t/MWU t/z	P
Management Style		2.10	.44	2.32	.67	z=-3.382	0.001*
Working Conditions		2.37	.58	2.44	.64	t=3.389	0.21*
Development possibilities		2.04	.46	2.33	.58	z=-3.907	0.001*
Colleagues		1.83	.39	1.97	.49	z=-2.224	0.02*
Physical Environment and Salary		2.47	.65	2.78	.74	z=-3.236	0.001*

*p<,05 (The difference is meaningful).

Cultural norms highly influence marital status and sex (**Lavee, 1991**). Although it is not possible to generalize in some researches the devotion of married people to work monitored to be higher than the role conflict and so on, this statement supports our study. (**Erigüç, 1994**)

At the end of the research related with seniority, the middle level secretaries with 6-11 years experience found out to have higher job satisfaction than junior or senior secretaries in frame of *Management Style, Working Conditions, and Colleagues* dimensions. Take in Table V and VI.

Table V.

ANOVA Test Results the compared according to Seniority Variable of the Secretaries' Job Satisfaction

Job Dimensions	Satisfaction	1-5 (N=125, f.d.=198) x	years s.d.	6-11 years (N=48, f.d.=198) x	s.d.	11+ (N=47, f.d.=198) x	s.d.	F	p
Management Style		2.20	.52	2.46	.67	2.01	.55	7.819	0.001*
Working Conditions		2.41	.60	2.40	.75	2.42	.49	0.014	0.98
Development possibilities		2.24	.51	2.42	.59	1.86	.44	14.679	0.001*
Colleagues		1.90	.44	2.08	.49	1.75	.40	6.568	0.001*
Physical Environment and Salary		2.62	.65	2.79	.87	2.55	.69	1.548	0.21

*p<,05 (The difference is meaningful)

Table VI.
Tukey HSD Results according to Seniority Variable.

Job Dimensions	Satisfaction	Years	F=7.819	p
Management Style		1-5 years / 6-11 years		0.019*
		1-5 years/11+years		0.103
			F=14.679	
Development possibilities		1-5 years / 6-11 years		0.12
		1-5 years/11+years		0.001*
			F=6.568	
Colleagues		1-5 years / 6-11 years		0.05
		1-5 years/11+years		0.10

P<,01 (The difference is meaningful).

In the literature there are some findings supporting the idea that individuals get more job satisfaction through promotion. (Naumann, 1993, Paknadel, 1995; Altınışık, 1996, 1997). However, in our study the intense job satisfaction among middle level secretaries can be explained by organizational and cultural factors and by their inexperience and too little expectation for retirement during that period.

If we analyze the job satisfaction of secretaries in extend of their educational status the graduates from higher education observed to have higher scores than the graduates from secondary education in regard with *Management Style, Development Possibilities and Colleagues* dimensions. Take in Table VII.

Table VII.

The Compare of the Job Satisfaction of Secretaries in extend of Their Educational Status

Job Dimensions	Satisfaction	Secondary Education (N=142, f.d.=218)		Higher Education (N=78, f.d.=218)		t/MWU	P
		x	s.d.	x	s.d.	t/z	
Management Style		2.10	.57	2.44	.54	t=4.302	0.001*
Working Conditions		2.34	.65	2.53	.52	z= -1.402	0.16*
Development possibilities		2.10	.54	2.39	.52	t=3.855	0.001*
Colleagues		1.84	.51	2.02	.32	z=-3.786	0.001*
Physical Environment and Salary		2.59	.74	2.74	.65	t=1.502	0.13

*p<,05 (The difference is meaningful).

This result may cause a presumption that the employees with lower educational status live more dissatisfaction problems. On the other hand, our research encourages the studies defending increase in job satisfaction correlated with higher educational status (Güler, 1990; Pakdanel, 1995) beside the studies putting forward that the educational status has no implication on job satisfaction (Karayel, 1999; Toplu, 1998).

As a result, the findings achieved in this study will considerably contribute to effective working of a health group, which has been neglected in our culture.

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