

# The Views of Hospital Employees on Job Satisfaction and Hospital Attractiveness: A Hospital Example in Türkiye: Cross-Sectional Research

## Hastane Çalışanlarının İş Doyumu ve Örgütsel Çekicilik Hakkındaki Tutumları: Türkiye’de Bir Hastane Örneği: Kesitsel Bir Araştırma

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**ABSTRACT Objective:** The aim of the study is to examine whether the attitudes of hospital employees about job satisfaction and organizational attractiveness differ according to some demographic characteristics and determine the relationship between job satisfaction and organizational attractiveness. **Material and Methods:** This descriptive study was carried out with 403 people including health care and office personnel. Data were collected using the Introductory Information Form, the Organizational Attractiveness Scale (OAS) and the Minnesota Satisfaction Questionnaire (MSQ). The data were analyzed using the parametric tests in 23 SPSS program and using frequency, percentage, mean, comparative statistical analysis using t-tests, ANOVA, Pearson's correlation analysis and Scheffe test. Cronbach alfa reliability test was also performed for the reliability analysis of both scales. **Results:** As a result of the analysis, it was determined that the score of the MSQ was low (3.05±0.63). The score of the employees on the OAS was found to be high (38.36±11.31), and they found their institution attractive and a positive bi-directional correlation ( $r=0.602$ ,  $p=0.000$ ) was found between of OAS and the MSQ. It was found that hospital employees had low job satisfaction, they found their organization attractive, and organizational attractiveness increased their job satisfaction. **Conclusion:** It was found that the more attractive the hospital employees found the organization, the higher job satisfaction level they had. These results suggest that each attempt to be made towards raising job satisfaction levels of hospital employees will further increase the attractiveness of the hospital.

**Keywords:** Job satisfaction; hospital personnel; organizational attractiveness

**ÖZET Amaç:** Çalışmanın amacı, hastane çalışanlarının iş doyumları ve örgütsel çekicilik hakkındaki tutumlarının bazı demografik özelliklere göre farklılaşıp farklılaşmadığını incelemek ve iş doyumunu ile örgütsel çekicilik arasındaki ilişkiyi belirlemektir. **Gereç ve Yöntemler:** Tanımlayıcı tipte olan çalışma, bir üniversite hastanesinde çalışan sağlık personeli ve büro personeli olmak üzere toplam 403 kişi ile gerçekleştirilmiştir. Veriler; Tanıtıcı Bilgi Formu, Örgütsel Çekicilik Ölçeği (ÖÇÖ) ve Minnesota Doyum Ölçeği (MDÖ) kullanılarak toplanmıştır. Verilerin analizi SPSS 23 programındaki t-testi, ANOVA, Pearson korelasyon analizi ve Scheffe testi kullanılarak yapıldı. Frekans, yüzde, ortalama, karşılaştırmalı istatistiksel analizler kullanıldı. Cronbach alfa güvenilirlik testi, her 2 ölçeğin güvenilirlik analizi için de gerçekleştirildi. **Bulgular:** Analizler sonucunda, hastane çalışanlarının MDÖ puanının düşük (3,05±0,63) olduğu görülmektedir. ÖÇÖ puanlarının yüksek (38,36±11,31) olduğu ve kurumlarını çekici buldukları belirlenmiştir ayrıca MDÖ ve ÖÇÖ arasında pozitif 2 yönlü korelasyon ( $r=0,602$ ,  $p=0,000$ ) olduğu saptanmıştır. Hastane çalışanlarının iş doyumlarının düşük olduğu, örgütü çekici buldukları, örgütsel çekiciliğin iş doyumunu artırdığı bulunmuştur. **Sonuç:** Hastane çalışanlarının örgütsel çekiciliği arttıkça iş doyumları da artmaktadır. Hastane çalışanlarının iş doyumunu düzeylerini yükseltmeye yönelik yapılacak her girişimin örgütsel çekiciliğini daha da artıracakını göstermektedir.

**Anahtar Kelimeler:** İş doyum; hastane personeli; örgütsel çekicilik

In general terms, job satisfaction refers to the satisfaction that employees gain from the work they do and the physical environment in which they perform it. Since it is an emotional concept, its perception differs from person to person but job satisfaction

is felt when the needs and the characteristics of the work complete each other.<sup>1,2</sup>

Negative attitudes about work cause job dissatisfaction. The low level of job satisfaction leads to emotional exhaustion, which then causes defensive

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Peer review under responsibility of Türkiye Klinikleri Journal of Health Sciences.

Received: 21 Apr 2021

Received in revised form: 13 Aug 2021

Accepted: 25 Aug 2021

Available online: 02 Sep 2021

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reactions such as depersonalization and low personal success in business.<sup>1,3</sup>

Job satisfaction depends on many factors that affect the behavior of employees, as well as the function of the organization. In various studies carried out in our country, it has been observed that the job satisfaction of health care workers is affected by age, marital status, gender, the characteristics of work, ways of expressing their anger, choosing the job voluntarily, experience, status, salary, whether the expectations are fulfilled, work environment and conditions, their relationships with managers and colleagues, severe working conditions, uncertainties in roles, and contractual/tenured working status.<sup>4-6</sup> An effective working health system is not possible without the job satisfaction of the employees. Every year, many employees quit their professions due to dissatisfaction of their job.<sup>7</sup>

Organizational attractiveness is the positive general attitudes or impressions that a person has developed about an organization and that are effective enough for a person to continue or give up the work.<sup>7</sup> In other words, it is the degree of one's interest and appreciation in an organization.<sup>8</sup> Based on this definition, it is seen that organizational attractiveness is a concept that changes according to the perception of a person. The concept of organizational attractiveness as defined by Rynes et al. is summarized as "personal assessment level of a workplace as a place in which s/he can work".<sup>9</sup> Some studies show that the features of an institution make it more attractive for candidates.<sup>10-12</sup>

The fact that the health sector is a complex and intensive service sector necessitates organizational attractiveness. It is necessary to ensure the continuity of the employees within the organization and to improve the perceptions of organizational attractiveness for the opposing parties in health institutions for those who intend to work in this service sector in the future. Organizational attractiveness is the identification of the effects of the various characteristics of the workplace and the organizational environment on ones' desire to continue working or leave the institution. Managers look for ways to increase the performance of their workers and keep them at work. In order to provide this, they are also interested in the

attractiveness of their organization. The purpose of the study was to determine the level of job satisfaction of employees working in a university hospital, to evaluate their views on organizational attractiveness and to show whether there is a relationship between job satisfaction and organizational attractiveness.

## MATERIAL AND METHODS

### TYPE OF THE STUDY

This research is a descriptive and cross-sectional study carried out to evaluate the views of hospital employees on job satisfaction and organizational attractiveness and to find out the relationship between them. The study was conducted in a university hospital in the Eastern Black Sea Region.

### THE UNIVERSE AND SAMPLE OF THE STUDY

The universe of the research consisted of 825 participants including 540 health care (nurse, midwife, health officer) and 285 office personnel (civil servant, medical secretary) working in a university hospital. The whole universe (n=825) was tried to be reached without a sample selection. A total of 403 (49%) people including 206 health care personnel and 197 office personnel who were in the hospital during the data collection and volunteered to participate in the study formed the working group.

### DATA COLLECTION AND DATA COLLECTION TOOLS

The data were collected using Introductory Information Form including 6 questions regarding socio-characteristics of the participants, the Organizational Attractiveness Scale (OAS) and the Minnesota Satisfaction Questionnaire (MSQ).

The OAS; the OAS developed by Highhouse et al. was first translated into Turkish by Dural et al. in 2014 and then its validity (0.89) and reliability ( $\alpha=0.89$ ) tests were performed. In Akman and Özdemir's study, the Cronbach alpha score was 0.94.<sup>13</sup> The OAS is a tool including 15 items with a 5-point Likert type ranging from 1 "I do not agree" to 5 "I totally agree."<sup>14,15</sup> It has three sub-dimensions: "General Attractiveness Dimension (GAD)", "To Continue Working at Hospital Dimension (CWHHD)", and "Organizational Dignity Dimension (ODD)". As

the scores obtained from the scale increase, organizational attractiveness (OAS) also increases. Cronbach's alpha reliability coefficient of the original scale is reported to be  $\alpha=0.88$ .<sup>14</sup> In this study, the reliability coefficient was found to be  $\alpha=0.81$ .

MSQ; the MSQ was developed by Dawis, Weis, England and Lofquist in order to determine the level of job satisfaction, and its Turkish adaptation was done by Baycan. In Baycan's study, the Cronbach alpha score was 0.77. In this study, this value was found to be 0.86. The scale has two sub-dimensions; internal and external satisfaction. It is a five-point Likert-type scale, consisting of 20 items. The lowest score is 1 and the highest score is 5. Internal satisfaction (IS) consists of the factors related to the inherent nature of work, such as success, the job itself, job responsibility, task change due to promotion. External satisfaction (ES) consists of the factors related to the business environment such as institutional policy and management, relationships with supervisors, managers, colleagues and subordinates.<sup>16</sup>

#### THE ETHICAL DIMENSION OF THE STUDY

The participants voluntarily participated in the study and their consent was obtained. A written permission was obtained from the chief physician of the university hospital. The approval of the ethics committee of the study was obtained from the Karadeniz Technical University Faculty of Medicine Scientific Research Ethics Committee (date: 17/03/2021, no: 24237859/272). The design and conduct of the study was in accordance with the general principles outlined in the Declaration of Helsinki.

#### ANALYSIS AND EVALUATION OF THE RESULTS

A kurtosis value between  $\pm 1.0$  is considered excellent for most psychometric purposes, but a value between  $\pm 2.0$  is in many cases also acceptable, depending on the particular application. It is assumed that the data show a normal distribution. The data were analyzed using the parametric tests in 23 SPSS program and using frequency, percentage, mean, comparative statistical analysis using t-tests, ANOVA, Pearson's correlation analysis and Scheffe test. Cronbach alpha reliability test was also performed for the reliability analysis of both scales.

## RESULTS

When the demographic characteristics of the hospital personnel were examined, it was determined that 32.5% of them were in 25-29 age group, 74.2% were female, 62.5% were married, 51.1% were healthcare personnel, 21.6% had 18 years or more work experience and 78.9% worked for 40 hours a week. The hospital employees obtained  $3.05 \pm 0.63$  points on the MSQ,  $3.21 \pm 0.64$  on the IS and  $2.82 \pm 0.73$  on the ES (Table 1). According to these findings, it is seen that the MSQ scores of the hospital employees are neutral, the ES scores are low, and the IS scores are close to the neutral. When the opinions of the hospital staff regarding the hospital attractiveness were examined, it was seen that the OAS score was  $38.36 \pm 11.31$ , the GAD was  $11.28 \pm 3.52$ , the CWHD was  $13.34 \pm 4.85$  and the ODD was  $13.75 \pm 4.25$ .

These results reveal that hospital employees obtained high scores on the OAS and its subscales and they found the hospital attractive.

When MSQ was examined, those aged 40-49 and 50 and over compared with other age groups, males compared with females and office personnel compared with health personnel had higher scores and the difference between them was found to be statistically significant ( $p < 0.05$ ). Similarly, the evaluation of the sub-dimensions in the MSQ demonstrated that those aged 40-49 and 50 and over, males, office personnel and those working for 1 year or less and 18 years had higher scores on the IS dimension compared with the other age groups, females, health per-

**TABLE 1:** The distribution of the mean scores of the MSQ and OAS of hospital personnel.

The MSQ and its sub-dimensions	$\bar{X}$	SD
Internal satisfaction	3.21	0.64
External satisfaction	2.82	0.73
MSQ	3.05	0.63
The OAS and its sub-dimensions		
General attractiveness dimension	11.28	3.52
To continue working at hospital dimension	13.34	4.85
Organizational dignity dimension	13.75	4.25
OAS	38.36	11.31

MSQ: Minnesota Satisfaction Questionnaire; OAS: Organizational Attractiveness Scores; SD: Standard deviation.

sonnel, the other groups with different working years and the difference between the mean scores was determined to be statistically significant ( $p<0.05$ ). As for the ES dimension, the same comparison results showed that those aged 40-49 and 50 and over, single employees, office personnel, those working for 1 year and less and 18 years and more, those working more than 40 hours obtained higher scores compared with the other age groups, married ones, health personnel, the other groups with different working years, and those working for 41 hours and more respectively and the difference between the mean scores was found to be statistically significant ( $p<0.05$ ) (Table 2).

According to the socio-demographic characteristics of the hospital employees, the comparison between the groups showed that males, office personnel and the employees working for 1 year or less and 10-17 years had higher scores on the OAS compared with females, health personnel, the other groups with different working years and the difference between the mean scores was found to be statistically significant ( $p<0.05$ ). It was determined that the scores of the males, single employees, office personnel and those working for 10-17 years and 18 years had higher scores on the GAD compared with females, married ones, health personnel, the other groups with different

**TABLE 2:** The distribution of the mean scores of the MSQ of hospital personnel according to their socio-demographic characteristics.

Personnel characteristics	IS $\bar{X}\pm$ SD	ES $\bar{X}\pm$ SD	MSQ $\bar{X}\pm$ SD
<b>Age</b>			
25-29	3.17 $\pm$ 0.62	2.82 $\pm$ 0.71	3.03 $\pm$ 0.61
30-34	3.07 $\pm$ 0.64	2.62 $\pm$ 0.71	2.89 $\pm$ 0.61
35-39	3.30 $\pm$ 0.62	2.87 $\pm$ 0.73	3.13 $\pm$ 0.63
40-44	3.13 $\pm$ 0.62	2.72 $\pm$ 0.59	2.97 $\pm$ 0.55
45-49	3.39 $\pm$ 0.53	2.99 $\pm$ 0.72	3.23 $\pm$ 0.57
50 and over	3.45 $\pm$ 0.75	3.11 $\pm$ 0.88	3.31 $\pm$ 0.77
Test (F <sup>*</sup> )/p value	15.812/0.007	13.776/0.017	7.502/0.004
<b>Gender</b>			
Female	3.16 $\pm$ 0.61	2.78 $\pm$ 0.68	3.00 $\pm$ 0.59
Male	3.36 $\pm$ 0.71	2.93 $\pm$ 0.85	3.19 $\pm$ 0.73
Test (t <sup>**</sup> )/p value	16922.5/0.063	13818.5/0.091	12703/0.005
<b>Marital status</b>			
Married	3.18 $\pm$ 0.64	2.77 $\pm$ 0.74	3.01 $\pm$ 0.66
Single	3.28 $\pm$ 0.63	2.89 $\pm$ 0.71	3.12 $\pm$ 0.63
Test (t <sup>**</sup> )/p value	16922.5/0.063	16782.5/0.047	16589/0.031
<b>Title</b>			
Health personnel	3.06 $\pm$ 0.59	2.72 $\pm$ 0.68	2.93 $\pm$ 0.58
Office personnel	3.37 $\pm$ 0.66	2.91 $\pm$ 0.77	3.19 $\pm$ 0.66
Test (t <sup>**</sup> )/p value	14201/0.00	17596.5/0.021	15455/0.00
<b>Working years</b>			
1 and less	3.29 $\pm$ 0.56	2.97 $\pm$ 0.66	3.17 $\pm$ 0.57
2-9	3.11 $\pm$ 0.62	2.69 $\pm$ 0.72	2.94 $\pm$ 0.60
10-17	3.24 $\pm$ 0.69	2.86 $\pm$ 0.71	3.09 $\pm$ 0.69
18 and more	3.32 $\pm$ 0.64	2.87 $\pm$ 0.80	3.14 $\pm$ 0.66
Test (F <sup>*</sup> )/p value	8.809/0.032	8.395/0.039	10.234/0.017
<b>Weekly working hours</b>			
40 hours	3.23 $\pm$ 0.64	2.87 $\pm$ 0.72	3.09 $\pm$ 0.63
41 hours and more	3.13 $\pm$ 0.64	2.62 $\pm$ 0.76	2.92 $\pm$ 0.64
Test (t <sup>**</sup> )/p value	12378.5/0.233	11034/0.009	11579.5/0.042

\*One-way ANOVA test; \*\*Student's t-test; MSQ: Minnesota Satisfaction Questionnaire; IS: Internal satisfaction; ES: External satisfaction; SD: Standard deviation.

working years and the difference between the groups was determined to be statistically significant ( $p<0.05$ ). On the CWHD, males, single employees, office personnel, those working for 1 year and less, and 10-17 years had higher score compared with females, married ones, health personnel, the other groups with different working years respectively and the difference between the mean scores was determined to be statistically significant ( $p<0.05$ ) (Table 3).

When the relationship between organizational attractiveness and job satisfaction of the hospital personnel was examined, it was found that there was a

high level of significant positive linear correlation ( $r=0.602$ ,  $p=0.000$ ) between the total scores of the MSQ and the OAS, and there was also a high level of significant positive linear correlation between the scores of the OAS and “IS” and “ES” ( $r=0.594$ ,  $p=0.000$ ,  $r=0.524$ ,  $p=0.000$ ). Moreover, it was found that there was “a high level of a significant positive linear correlation” between the total scores of the GAD and MSS ( $r=0.527$ ,  $p=0.000$ ). A significant positive linear correlation between the scores of the GAD and IS ( $r=0.542$ ,  $p=0.000$ ) was found while significant moderate linear correlation was determined

**TABLE 3:** The distribution of the OAS scores of hospital personnel according to their socio-demographic characteristics (n=825).

Personnel characteristics	GAD $\bar{X}\pm SD$	CWHD $\bar{X}\pm SD$	ODD $\bar{X}\pm SD$	OAS $\bar{X}\pm SD$
<b>Age</b>				
25-29	11.25 $\pm$ 3.31	13.23 $\pm$ 4.70	13.15 $\pm$ 3.97	37.63 $\pm$ 10.63
30-34	11.30 $\pm$ 3.64	13.30 $\pm$ 5.06	13.82 $\pm$ 4.26	38.43 $\pm$ 11.56
35-39	11.26 $\pm$ 3.66	13.33 $\pm$ 4.68	14.03 $\pm$ 4.11	48.67 $\pm$ 10.04
40-44	10.67 $\pm$ 4.06	12.05 $\pm$ 5.96	13.30 $\pm$ 5.01	36.02 $\pm$ 13.95
45-49	11.60 $\pm$ 3.15	14.38 $\pm$ 4.31	14.16 $\pm$ 3.91	40.13 $\pm$ 10.39
50 and over	11.58 $\pm$ 3.61	13.99 $\pm$ 4.96	14.97 $\pm$ 4.92	40.54 $\pm$ 12.09
Test (F*)/p value	1.637/0.897	3.870/0.568	6.443/0.265	4.695/0.454
<b>Gender</b>				
Female	10.98 $\pm$ 3.49	12.98 $\pm$ 4.70	13.49 $\pm$ 4.08	37.56 $\pm$ 10.88
Male	11.77 $\pm$ 3.52	14.37 $\pm$ 5.23	14.49 $\pm$ 4.65	40.67 $\pm$ 12.24
Test (t**)/p value	12247.5/0.001	12891/0.009	13541.5/0.049	12806/0.007
<b>Marital status</b>				
Married	10.98 $\pm$ 3.49	12.89 $\pm$ 4.80	13.63 $\pm$ 4.24	37.50 $\pm$ 11.11
Single	11.77 $\pm$ 3.52	14.08 $\pm$ 4.92	13.93 $\pm$ 4.28	39.80 $\pm$ 11.53
Test (t**)/p value	16435/0.022	16644.5/0.035	18217/0.474	16985.5/0.071
<b>Title</b>				
Health personnel	10.13 $\pm$ 3.27	11.64 $\pm$ 4.59	12.50 $\pm$ 3.95	34.27 $\pm$ 10.46
Office personnel	12.48 $\pm$ 3.37	15.11 $\pm$ 4.52	15.04 $\pm$ 4.16	42.64 $\pm$ 10.58
Test (t**)/p value	12182/0.000	11982/0.000	13431/0.000	11514/0.000
<b>Working years</b>				
1 and less	12.56 $\pm$ 2.72	14.61 $\pm$ 4.54	13.84 $\pm$ 4.07	41.01 $\pm$ 10.00
2-9	10.73 $\pm$ 3.58	12.69 $\pm$ 4.96	13.25 $\pm$ 4.13	36.68 $\pm$ 11.45
10-17	13.69 $\pm$ 3.75	14.04 $\pm$ 4.63	14.19 $\pm$ 4.77	41.92 $\pm$ 10.83
18 and more	13.42 $\pm$ 3.78	12.76 $\pm$ 5.02	13.79 $\pm$ 4.18	39.97 $\pm$ 11.13
Test (F*)/p value	12.428/0.006	10.021/0.018	3.685/0.298	9.139/0.028
<b>Weekly working hours</b>				
40 hours	11.25 $\pm$ 3.54	13.15 $\pm$ 4.84	13.77 $\pm$ 4.31	38.17 $\pm$ 11.38
41 hours and more	11.41 $\pm$ 3.45	14.03 $\pm$ 4.99	13.66 $\pm$ 4.02	39.09 $\pm$ 11.06
Test (t**)/p value	13425.5/0.925	12319/0.209	12985/0.577	13180.5/0.726

\*One-way ANOVA test; \*\*Student's t-test; OAS: Organizational Attractiveness Scale; GAD: General Attractiveness Dimension; CWHD: Continue Working at Hospital Dimension; ODD: Organizational Dignity Dimension.

between the scores of the GAD and ED ( $r=0.431$ ,  $p=0.000$ ). A moderate and significant positive linear correlation was found between the total scores ODD, a subscale of OAS, and the general scores of MSQ, the “IS” and the “ES” ( $r=0.560$ ,  $p=0.000$ ;  $r=0.535$ ,  $p=0.000$ ;  $r=0.510$ ,  $p=0.000$ ) (Table 4).

## DISCUSSION

Job satisfaction is the most important factor that determines the reason for an employee to stay in an organization because job satisfaction has some effects that keep the employee constantly at a certain level of motivation, increase his productivity and his level of organizational commitment, and make him an employee with no problems in terms of the organization.<sup>2,17</sup>

In this study, the job satisfaction of university hospital employees and their status of finding the institution attractive and the relationship between them were investigated. The mean score of the “MSS” was found to be  $3.05 \pm 0.63$ . This value indicates that hospital employees have a neutral job satisfaction level. The hospital personnel in our study had a score above neutrality on the “IS” while they received a score below neutral on the “ES”. The fact that the MSS score is neutral due to their low score on the “ES”. The ES sub-dimension consists of the items related to the work environment such as the promotion opportunities in the organization, working conditions etc.

When socio-demographic characteristics affecting job satisfaction levels were examined, a significant relationship was found between the age of

hospital employees and job satisfaction, and it was seen that job satisfaction increased with age. This result is similar to that of the previous studies.<sup>6,16-18</sup> Similarly, there was a significant relationship between the working years of the participants and their job satisfaction, and 1 year and below and 18 years and above had a high level of job satisfaction, and this result was again similar to that of the previous studies.<sup>1,2,6,8</sup> This may suggest that the level of job satisfaction is high immediately after starting work life, but after a while the expectancy falls due to unfulfilled expectations, and later with the long working years, the experience and coping ways increase and therefore the job satisfaction level also increases.

While there are studies, indicating that there is no significant relationship between gender and job satisfaction, there are also some other studies reporting that female job satisfaction is higher than male.<sup>1,2,18-23</sup> This study is similar to the results of the studies in which male job satisfaction is higher and the difference is statistically significant.

As for the relationship between marital status and job satisfaction, it is seen that job satisfaction of the single employees is higher than the married ones. The results of this study are similar to those of Sönmez et al.<sup>24</sup> Contrary to these studies, there are also some other studies showing that the married individuals have higher job satisfaction.<sup>25</sup> However, in the literature, there are more studies showing that there is no relationship between marital status and job satisfaction.<sup>1,2</sup> The comparison between office personnel and health personnel demonstrated that office personnel had higher job

**TABLE 4:** The relationship between the scores of the MSQ and the OAS of hospital employees.

	GAD	CWHD	ODD	OAS	IS	ES	MSQ
GAD	1						
CWHD	0.746**	1					
ODD	0.633**	0.706**	1				
OAS	0.870**	0.928**	0.877**	1			
IS	0.542**	0.521**	0.535*	0.594**	1		
ES	0.431**	0.461*	0.510**	0.524**	0.750**	1	
MSQ	0.527**	0.529**	0.560**	0.602**	0.952**	0.916**	1

\* $p < 0,05$  \*\* $p < 0,01$ . MSQ: Minnesota Satisfaction Questionnaire; OAS: Organizational Attractiveness Scale; GAD: General Attractiveness Dimension; CWHD: Continue Working at Hospital Dimension; ODD: Organizational Dignity Dimension; IS: Internal satisfaction; ES: External satisfaction.

satisfaction. When the literature is examined, it is seen that nurses have the lowest job satisfaction level among hospital personnel.<sup>1,6,16,22</sup> The studies of Çam and Yıldırım and, Çam et al. found that nurses had the lowest job satisfaction.<sup>25,26</sup> In this study, the majority of the healthcare personnel were nurses. Both the results of this study and the literature indicate that nurses are not satisfied with the nature of the nursing profession or the work environment in which they perform their profession and their expectations are not met.

When job satisfaction is evaluated in terms of working experience, it is seen that there are different studies with different results in the literature. Vural et al., found that the job satisfaction of the personnel was lower in the first years of the profession, and those who worked longer in the hospital had higher job satisfaction than the others.<sup>27</sup> In some studies, no difference was found between the working years and job satisfaction.<sup>1,24</sup> There are also studies showing that as the number of working years' increases, the experience and harmony that are gained increase, which results in a high level of job satisfaction.<sup>27</sup> In this study, it was found that those who were in the first year of their profession and those who worked for 18 years or more had a higher job satisfaction.

The weekly working hours, one of the socio-demographic characteristics, also affects job satisfaction. As the weekly working hours' increase, job satisfaction decreases.<sup>28</sup> Our study overlaps with the literature, and job satisfaction decreases when the employees work 41 hours or more. The studies suggest that the attractiveness of an organization is more effective than job satisfaction upon employees' giving up their work.<sup>13</sup> Considering the fact that the highest score that can be obtained from OAS is 75, it can be said that the employees in this study received an average score and that they found their organization attractive at a moderate level. The hospital employees had the highest score on the ODD and the lowest score on the GAD. The studies show that hospital attractiveness is influenced by the CWHD and the ODD. In this study, the similarity in both the dignity and the attendance mean scores overlaps with the literature.

When we compared the perception of organizational attractiveness of hospital employees according to age, it was seen that 35-39 age group found their hospitals more attractive than the other age groups, but there is no statistically significant difference between them. When the perceptions of organizational attractiveness were compared according to the gender, it can be said that male employees found the hospital more attractive than the female ones. However, Küçük Özkan found that women found hospitals more attractive than men.<sup>29</sup> In the study, it was seen that the office personnel had a higher score than the health personnel on the scores of OAS and on the other sub-dimension scores (GAD, CWHD, ODD) and they found the hospital more attractive. It can be stated that the perception difference in organizational attractiveness between office personnel and health personnel including mostly nurses arise from the work intensity of the nurses.

According to the working years, employees working for 1 year or less and 10-17 years found their hospitals more attractive compared with the others. In this study, it is possible to explain the reason for the results related to working years with the age variable. The perception of organizational attractiveness that shows a relative change in different working periods can be explained by age and age-related job satisfaction. Kahraman et al., suggests that people have a high level of job satisfaction in their first years at work and then a decline occurs in this level in the following years, and finally it begins to rise again.<sup>30</sup> The findings related to job satisfaction in this study are in parallel with the findings of the relevant literature. It can be said that the high expectations and energies of the employees decrease with years and the job satisfaction has a negative effect. Due to the difficult working conditions, it can be thought that this situation is quite effective in the nurses who have experienced intense burnout.

Today, in order to increase the attractiveness of hospitals, health service units are striving to employ the most qualified workforce to gain competitive advantages and to add value to their organizations.<sup>8</sup> It is obvious that the factors such as the employment of the health care workers accepted by the society in the hospital and the high patient satisfaction increase the

attractiveness of the hospital.<sup>4,10</sup> There is a number of studies indicating that the level of job satisfaction of workers in the hospitals with high attractiveness such as Magnet Hospitals is also high.<sup>31-33</sup> At the same time, the positive relationship between hospital attractiveness and job satisfaction positively indicates the productivity of the institution.<sup>8</sup> When the relationship between organizational attractiveness and job satisfaction of hospital employees was examined, it was determined that as the job satisfaction scores increased, the job satisfaction scores of employees also increased in a direct proportion.

## CONCLUSION

It was determined that the MDQ and ID scores of hospital employees participating in the study were close to neutral and the ED scores were low. The study also demonstrated that they had a high score on the OAS and the subscales and they found the institution attractive. The socio-demographic characteristics such as age, gender, marital status, title, working years and weekly working hours were found to be influential on the MSQ scores, while OAS scores were influenced by sex, title and working years. It was found that the more attractive the hospital employees

found the organization, the higher job satisfaction level they had.

These results suggest that each attempt to be made towards raising job satisfaction levels of hospital employees will further increase the attractiveness of the hospital. This work can also be done to cover public hospitals, private hospitals and university hospitals. The hospital attractiveness of these 3 groups of hospital employees can be compared and the job satisfaction of the employees can be looked at.

## Source of Finance

*During this study, no financial or spiritual support was received neither from any pharmaceutical company that has a direct connection with the research subject, nor from a company that provides or produces medical instruments and materials which may negatively affect the evaluation process of this study.*

## Conflict of Interest

*No conflicts of interest between the authors and / or family members of the scientific and medical committee members or members of the potential conflicts of interest, counseling, expertise, working conditions, share holding and similar situations in any firm.*

## Authorship Contributions

*This study is entirely author's own work and no other author contribution.*

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