

Organizational Culture and Job Satisfaction of Midwives in therapeutic , Teaching and Health Centers of Karaj, Iran

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Background: Health system is seeking to provide health services for people by creating the desirable culture and climate, in which, human resources are ready to provide the effective and high quality services. This study aimed to investigate the relationship between organizational culture and job satisfaction of midwives therapeutic, teaching and health centers of Karaj.

Methods: in this cross-sectional study, 200 midwives working in selected training, health and treatment centers of Alborz University of Medical Sciences were randomly chosen. The instruments were Robbins 'self-report organizational culture questionnaire and Herzberg job satisfaction questionnaire. The data was analyzed by Friedman test and Pearson's correlation coefficient.

Results: Most midwives showed average organizational culture and job satisfaction. Pearson correlation coefficient showed a significant and direct relationship between organizational culture and job satisfaction ($P > 0.001$ and $r = 0.71$). Organizational identity and job status had the highest scores of organizational culture and job satisfaction, respectively.

Conclusion: The results show that there is a positive correlation between organizational culture and midwives' job satisfaction. Thus, the desirable organizational culture results in job satisfaction, desirable performance and high efficiency. Organizational culture and the degree of moral stress in working place can affect job satisfaction and desertion ; therefore, making every effort to improve the organizational culture can increase the efficiency of the employees.

Keywords: Organizational Culture, Job Satisfaction, Health System

Introduction

Organizational Culture is the main component of an organization and determines the success of the organization (1). Organizational culture is a model of the basic beliefs that emerged by a certain group or reference and show how to deal with the difficulties in the outer compatibility and inner integrity with the correct method of thinking and practice (2-4). Robbins believes that organizational culture is a system of concepts shared by members of an organization in the form of symbols, beliefs, customs that are created over time that it regulates the performance of the employees and distinguishes the organizations (5). Organizational culture consists of a set of values and beliefs that interact with the human resources, organizational structure, the control system, and consequently forms behavioral norms in the Organization [6]. Sometimes organizational culture is replaced by other terms such as work environment, organizational climate, clinical environment, performance environment and other similar terminologies. The main purpose of the health and treatment system and their subcategories is to ensure the public health (7-8). Therefore, providing high quality and effective health and treatment services for the people greatly depends on teamwork culture of the health and treatment employees, leadership and management styles. In addition, it is essential to provide proper conditions, balanced mental climate and a strong and constructive communication among employees in work environment (9). Robbins' organizational culture questionnaire evaluates ten dimensions of organizational identity, risk-taking, clarity of purposes, integrity, support management, rewarding systems, controls, individual creativity, conflict, and organizational communication (10).

Organizational identity: the degree to which employees consider the whole organization as their indicator. Risk: the extent to which people are encouraged to be initiative. Clarity of objectives: the clarity of organizational goals and functional expectations from the employees (11). Integrity: the coordination, continuity and

proper communication among the activities of the organization's members (12). Rewarding system: the degree to which the rewarding allocation in organization is based on the employees' performance (13). Organizational communications: How organizational relationships are structured (14).

Creating a positive and productive organizational climate can increase satisfaction of hospital employees, provide better conditions for good interaction of the medical team with each other, lead to satisfaction in doing the tasks and finally achieve organizational goals (15). Job satisfaction is a positive and desirable state resulting from assessment or job experiences (16). These factors include job status, job security, wages and benefits, status and working conditions, management policies, supervision, communication with colleagues and communication with personal life (17).

Organizations with poor organizational culture are characterized by apathy and lack of belonging sense to organization, absenteeism, and lack of self-esteem, escaping from responsibility, lack of acknowledgment of the mistake, and reduced level of the creativity spirit (18).

The Ahmadian et al (2012) found that organizational culture of nurses was in a relatively favorable level and it was correlated with their job satisfaction. They also emphasized on the importance of optimizing organizational culture to improve the performance of nurses and increase their motivation in order to provide high quality services. (20). Chirwa et al (2009) investigated five dimensions and reported the highest job satisfaction in personal satisfaction and professional support. Because in the supportive culture, health care employees' motivation to play training and treatment roles increases (21). Hampton (2004) reported that professionalism and rewards are positively correlated with midwives' job satisfaction and can improve interactions and midwives' trends, and the rewarding system is correlated with professionalism (22). However, in Iran, no study has evaluated organizational culture and its relationship with midwives' job

satisfaction, while one of the most important national research priorities is to determine the professional condition of midwives. This study can be used in order to change and reform the organizational culture to achieve the midwives' job satisfaction, increase their motivation, commitment and improve their performance.

Methods

This is a cross-sectional descriptive correlational study that was conducted in 2012-2013 on the midwives in treatment, health and educational centers of Alborz University of Medical Sciences. Sample size, based on the general objective of the study, was estimated at the 95% confidence coefficient and test power was 80%. Two hundred 200 people were selected assuming that the correlation coefficient between organizational culture and job satisfaction of midwives is at least 0.2 (16, 23). Stratified sampling with proportional allocation was conducted. After determining the sample size in each research environment (treatment, health and educational centers of Alborz University of Medical Sciences), sampling was conducted using random number table. The inclusion criteria were having an associate degree or higher and work experience of 6 months or higher. Organizational culture and job satisfaction were used as data collection instruments in this study.

Demographic information such as age, education level, marital status, number of children, work experience, employment status, place of work, work shift, interest in the field, and general job satisfaction. Robbins organizational culture questionnaire (2005) (10, 14) developed by Hedayati et al. (2009) (11), Nasiri et al. (2008) (24) and Tabibi et al. (2008) (25) was used. This questionnaire evaluates ten areas of organizational identity, risk-taking, clarity of purposes, integrity, support management, reward systems, controls, individual creativity, conflict, and organizational communication. The research tool consists of 29 items based on a five point Likert scale, in which 5 (very high) is at one end of the spectrum and a 1 (very low) is at the other end. The Score is in the range of 29 to 145.

Scores are based on 100 and are calculated in terms of percentage; the total score of organizational culture is classified in one of three categories of undesirable (0%-33.33), moderate (33.4 - 66.67), desirable (66.68-100%). Content and face validities of the organizational culture questionnaire in a study by Hedayati et al. were confirmed and in order to analyze its reliability, pretest was used and correlation coefficient was obtained 0.76 (11). Herzberg job satisfaction questionnaire has eight dimensions: job status, job security, wages and benefits, status and working conditions, management policies, supervision, communication with colleagues and communication with personal life. All these questions were scored based on Likert scale, ranging from very high to very low as 1-5 in terms of degree of options. Minimum and maximum score differences in each dimension is divided into three equal parts as low, moderate and high levels of satisfaction. Low job satisfaction is classified in three levels (from zero to 33.33), moderate (33.34-66.67) and high (66.68 - 100). The validity of the questionnaire was obtained by Mir Molaei et al (2005), by content validity method and its reliability was obtained by test-retest method and its correlation coefficient was 0.96(17). Organizational culture and job satisfaction were qualitatively (classified) considered and for the relationship between organizational culture and job satisfaction, both variables were quantitatively (unclassified) considered. For better description of the total score of organizational culture questionnaire and job satisfaction, the final score (total Likert scale scores) was converted into percentage, while the mean and standard deviation and all statistical analyses of each dimension of organizational culture questionnaire and job satisfaction questionnaire were calculated based on the total score of each dimension without changing into percentage. For this study, necessary permissions were taken, respectively. After getting the necessary permission and recommendation letters, the researcher referred to research environment, and after permission from authorities, sampling was conducted. The participants were assured of confidentiality of the

Table 1: Mean scores of organizational culture dimensions in order of importance from the midwives' perspective

organizational culture dimensions	Mean \pm SD	Result of Friedman Test
organizational identity	0.69 \pm 3.29	$\chi^2 = 293.34$ P<0.001
control	0.67 \pm 3.28	
creativity	0.68 \pm 3.22	
clarity of purposes	0.76 \pm 3.15	
support management	0.70 \pm 3.09	
communications	0.78 \pm 2.97	
organizational integrity	0.68 \pm 2.95	
risk-taking	0.80 \pm 2.84	
conflict	0.79 \pm 2.68	
reward	0.79 \pm 2.61	

Table 2: Mean of the scores of job satisfaction dimensions in order of importance from midwives' perspective

Job satisfaction dimensions	Mean \pm SD	Result of Friedman Test
job status	0.69 \pm 3.23	$\chi^2 = 439.85$ P<0.001
communication with colleagues	0.68 \pm 3.21	
supervision	0.75 \pm 2.67	
management policies	0.75 \pm 2.66	
communicate with personal life	0.80 \pm 2.63	
job security	0.80 \pm 2.48	
status and working conditions	0.75 \pm 2.39	
Wages and benefits	0.88 \pm 3.12	

information contained in the questionnaire and informed consent was taken from them. The samples selected based on the inclusion criteria were asked to complete demographic data sheet and organizational culture questionnaire. The data was analyzed by Friedman test and Pearson correlation coefficient in SPSS17.

Results

The participant midwives were between 23 to 53 years and most of them in the age group of ≥ 40 . Their education level was associate (21.5%), Bachelor of Science (77%) Master of Science (5.1%). Most midwives (35%) had a history of 15 years of experience or higher. In terms of employment status, most participants (52%) were formally employed, in terms of education level, most were undergraduate. Considering employment condition, 52% were employed formally, 6% by a contract, 8% as a training plan and 24% were employed by a company. Regarding work shift, 61% were on the fixed morning shift, 1.5% on the fixed evening shift, 1.5% on the fixed night shifts, 7.5% on the fixed morning and evening shifts, 2.5% on the fixed evening and night shifts, and 26% were on the changing shifts. In addition, 79% of

midwives had been interested in their field, while 21% were reluctant.

Mean and standard deviation of the total score of culture was 81.14 ± 15.14 and the mean and standard deviation of total score of job satisfaction score was 139.11 ± 30.02 . Eight percent of the midwives had undesirable, 82% moderate, and 10% had a desirable organizational culture. Job satisfaction level of 21.5% was low, 71.5% moderate and 7% high. Based on the Friedman test, the rank of organizational culture dimensions was significant in terms of its compared value and importance ($P < 0.001$), so that maximum positive score of midwives' perspective was obtained for organizational identity and lowest positive score of midwives' perspective was obtained for reward (Table 1).

Above test significantly showed the rank of job satisfaction based on the score of job satisfaction score ($P < 0.001$). Maximum score obtained by job satisfaction is related to job status and the lowest one was related to the wages and benefits (Table 2).

In order to evaluate the intensity and direction of the relationship between organizational culture and job satisfaction, the Pearson correlation coefficient test was used; $r = 0.71$ indicate a significant correlation

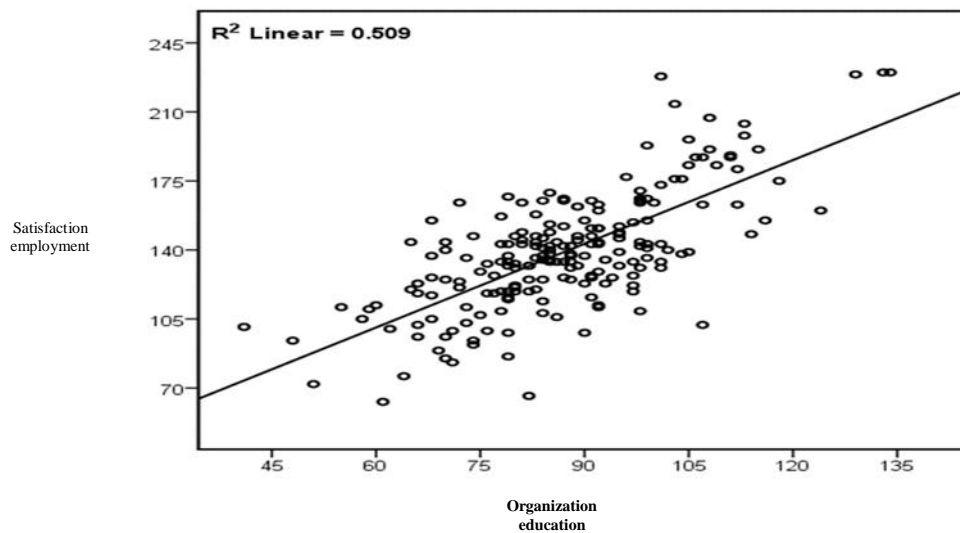


Figure 1 linear correlation between the organizational culture and job satisfaction

between the two variables ($P > 0.01$). Coefficient of determination, $R^2 = 0.509$ in analyzing the linear correlation between the organizational culture and job satisfaction shows that almost 51% of the job satisfaction changes are described and predicted by organizational culture variable (Figure 1).

Discussion

our results suggest that the organizational culture of majority of midwives (82%) is medium. The findings of this study are consistent with those of Hedayati et al. (2009), Nasiri et al. (2008) and Jafari et al (2009) (11, 24, 26). Babai-Pour et al (2000) showed that there was a significant difference between the current organizational culture and desired organizational culture (27). Liou et al. (2009) evaluated organizational culture of their medical staff as desirable (28). Creating a positive and productive organizational climate can increase satisfaction of the hospital employees and provide better conditions for good interaction of the medical team with each other and lead to satisfaction in doing the tasks and finally to achieve organizational goals (15). In this study, the majority of midwives had a moderate level of job satisfaction (71.5%). Watson et al. (1999) reported job satisfaction of midwives in Australia as 81% (29), while Shakerinezhad (1994) showed that the midwives' job dissatisfaction with different job factors was 40% (30).

In analysis of organizational culture dimensions, the results of this study showed that the majority of midwives' perspective was

positive towards the identity organizational dimension. Higher score of organizational identity dimension shows the organization success in inducing the behaviors of the employees that shows their efforts to achieve the organizational goals. The organizational identity dimension is the feeling of the deep and relatively stable collective perception of organization members about different aspects and dimensions of the organization. The deepest aspects of organizational identity resist against the unstable and temporary changes because these aspects of identity are heavily depend on history of the organization (31). Organizational identity is a degree to which organization members feel unified with it rather than with a certain group or specialized field. In addition, they like to be identified with it and proud of it (32). For creating a sense of proud in the organization, at first, people must have good feelings toward themselves and the task they do in the organization and make an effort to maintain its values (33).

Based on the results of this study, the highest level of job satisfaction among midwives was related to the job and the lowest level was related to wages and benefits; these results are consistent with those of Mir Molaei et al. (2005). The factors such as the social views towards the profession, type, and midwifery quality services, the extent to which people benefit from these services, patients' respect to the midwifery profession, occupational status among friends and relatives and job spiritual value that form the job status (17). The results of this study show the positive social

viewpoint notably midwives in relation to the status and high valued job. On the other hand, the low score of the wages and benefits can show that reward system in the governing atmosphere on the training and treatment center towards the performance and hard work of the midwives is not fair and this may be a reason for losing motivation and quitting the job.

The results of this study show a significant and direct relationship between organizational culture and job satisfaction. Nahrir et al (2010) in a study on nurses reported their job satisfaction 43%. Moreover, they stated that the organizational culture and the components such as motivation factors, encouraging behaviors of managers and leadership style affect their job satisfaction. They considered empowering as one of the most important tasks of leadership in increasing job satisfaction (34). Yang et al (2010) showed that perception of organizational culture was the strongest predictor of job satisfaction of the medical staff [35]. Park et al (2009) reported that not only there was a relationship between job satisfaction and organizational culture, but also job satisfaction played a mediating role between organizational culture and quitting the job. Organizational culture and the degree of moral stress in working place can be effective on job satisfaction and quitting the services; therefore, making an effort to improve the organizational culture can increase the efficiency of the employees (36). ShakoorAlghiani et al. (2016) found that organizational culture had a direct effect on

job satisfaction. They also showed that there was a significant correlation between each of the dimensions of organizational culture and job satisfaction (37).

Conclusion

Due to the significant correlation between organizational culture and job satisfaction, it can be acknowledged that midwives' needs should be considered in order to promote the job satisfaction. A strong culture (contrary to a poor culture) can affect the managers, confirm the moral standards or criteria, and positively affect the moral behaviors and leadership style of the managers in order to satisfy the staff needs and achieve the organizational goals. The results of this study indicate the need for optimization of the organizational culture in order to improve the performance of midwives and increase their motivations. Thus, it can be concluded that a strong organizational culture results in job satisfaction, good performance and high efficiency. A desirable organizational culture creates behavioral consistency and can be a strong tool in organization instead of formal and complicated organizational regulations. Moreover, it can intensify the efficiency and performance.

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