



## An Investigation on the Factors Effective on the Satisfaction from the Hospital of Milad Services Based on the Organizational Excellence Model (EFQM)

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**ABSTRACT:** Objective: the purpose of this the present study was to investigate on factors effective on satisfaction dimensions of motivation and satisfaction, and also trying to reach the conclusion that does the hospital services from dimensions of motivation and satisfaction influence on staff satisfaction or no? Material and methods: Friedman test and dependent t test were used to analysis data. Results: the results showed that three factors of the values, contributions and organizational relationships have been gain highest priority of needs and three factors of training and human resource development, determination of objectives and assessments and Job promotion development in the organization have higher average, respectively, and employees admitted to impact of the motivational factors on job satisfaction and fulfillment in their work environment. satisfaction of Tuesday three factors of salaries and benefits, office and employment activities and job security of satisfaction factors have been gain higher priority of needs and three factors of employment conditions, safety and health and facilities and services in the organization have higher average, respectively, and employees have been acknowledge impact of the factors on job satisfaction and fulfillment in their work environments. According to the survey results from the employee's perspective, the services of hospital belonging to motivation factor has been influenced on satisfaction of them. Conclusion: at the end of the study conclude that at the employees' perspective, hospital of Milad services belonging to satisfactions effective on satisfaction of them.

**Keywords:** Satisfaction, Organizational Excellence Model, Staff of Hospital of Milad

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### INTRODUCTION

The ultimate goal of each organization is that cause to satisfaction of staff needs and management needs that have achieved by organizational goals realization, means that at all organizations either general and private organizations, if management has intentions of productivity from capital and other production factors at organization, at opposite, people demand benefits that should be obtained for work carried out at organization. Whenever it become unidirectional, means one of the parties eliminates its needs and other becomes unhappy the parties interests equation. Therefore, survival of the organization is in trouble (Abbaspour, 2007).

At attention to common needs, it is clear that end of organizations is a combination from needs of its people. When, it can meet these needs in formation of the organization, a person is willing to do the work, and naturally it will leads to job satisfaction in the people. Establishing motivation in individuals can be achieved by recognizing and responding to their needs. Recognition of the human motivations is difficult because humans with according to individual differences don't update easily their motivations. Therefore, he management view will be in trouble to predict the underlying of conduct and individuals behavior. So, to reduce the problem of the management in detection of underlying factors of management, managers with the science of

psychology especially the psychology of management are essential. So, a thinking that the managers in the organizations can to take both organizational goals and individual job satisfaction is an important factor influencing the conduct of an organization (Kristiansen and Eskildsen, 2001). Nowadays, the manager's interest staff satisfaction job to two reason. First, many of them feel they are undertaking to preserve individuals' job satisfaction at a top level of organization. Means, there is thus concern for managers despite individuals have satisfactory work in the organization or a rebuke, or their work be effort controversial or boring and or significant or meaningless. Second, the managers interest to staff job satisfaction asinfluencingratio on their operation at organization.

One of the testing models of employee satisfaction level is the organizational excellence model EFQM. The organizational excellence model is a systematic framework to evaluate operation of organizations at two area of the processes and the results obtained from the processes. The achievements of evaluation at the model include the strengths of organization and their improvable fields that propose a list of prioritized programs for achievement to improvements (Siow et al., 2001). Among the organizational excellence models, EFQM models more interested and commonly at worldwide

and has been model for many other countries. In an overall view, of the organizational excellence model EFQM is established on the nine criteria (leadership, Human Resources, policy and Strategy, partnerships and resources, processes, people results, customer results, society results and key performance results) which they are a core and a heart of the model and area basis for assessing an organization.

In the world competition of twenty-first century, one of the more important challenges of the resources human managers of the organizations is that how keep the staffs at the ideal level of job satisfaction with available facilities and they are at the service of organization, too? Therefore, the job satisfaction is equality of human resources that if it is managed correctly will has a good results for organization. Increase of productivity, boost morale, organizational commitment, physical and mental health, life satisfaction are considered speed at training for individuals and organizations; In contrast, encouragement, absenteeism, job delays, turnover, job burnout and satisfaction are considered as a consequences of the lack of satisfaction for organization and individual. To manage the job satisfaction and promotion its level should be determined its level and its level should be controlled by the organization and this come off when the component can be defined and codified the components related to job satisfaction in terms of measurable indicators through the current status and expected position the direction and future actions would determine in a manner that lead to employee satisfaction and thereby increase the efficiency and productivity of working (Samuelsson and Nilsson ,2002).

A rapid change that are done in all areas of life and the intellectual and cultural, political, social, economic and technological, forced us to study the former methods for correction and improvement and match them with conditions due of changes. Therefore, survey and explanation method and staff assessments indices seems necessary and inevitable due to importance of issue and to achieve objectives. Hence, at this section, survey history and background of evaluation staff satisfaction and theoretical foundations related to the research topic until maybe analysis data research better and offer a favorable and available results.

**Assessment:** assessments or performance assessments has been attended by the man since ancient times. Because, the man is one who evaluate always their surroundings. These type of assessments forms usually are in form of mentally, primary and private and like many of other work methods and arts has not complexity of the today methods.

The main objective of assessments performance is achieve a correct and exact quantitative and quality

information from the status of current or past performance of the company staff and its application at future in order to become effective the decisions and improvement of management and performance of the people and company. Whatever, the information be more accurate and correctly, the potential and actually effect of it will be more for decision making of the managers. Be exact of assessment performance information has a direct relation with indicators and criteria which are choice for the assessment system based on goals and strategies of the company and the expectations which exist in the company staff performance results. The indicators should be choice so that the sufficient information offer about quantitative and quality performance of the staff [IBID].

**Job satisfaction:** a job satisfaction is desirable, emotional and positive condition that is obtained from evaluation or job experiences. It include dimensions, aspects and various factors that should be considered their collection. Some of these factors are: characteristics of employees, type of work, work environment and human relations work [IBID.]

The multiple and sometimes conflict views and conceptualizations have been formed and developed about the definition of "job satisfaction". Some of researchers like Herzberg believe that it has two dimensions. One dimension is the factors and conditions that lack of them lead to dissatisfaction but security of them do not lead to create strong and powerful motivation, But only prevent the occurrence of dissatisfaction that call them the health or affecting factors on the status quo or survival factors. Herzberg believe these factors include: the attitudes and perceptions of employees, methods of administration, Organization policy, the nature and extent of supervision, job security, working conditions, status, salary level, the establishment of mutual reciprocity, supervisors, peers and subordinate and staffs 'personal life. Absence of these factors may be led to employees' dissatisfaction so that would have left the organization and put its existence at risk. Herzberg therefore believes these factors are essential to provide and maintain the hygiene and health organization. The next dimensions effective factors in creation of the motivation that their presence cause to individuals' satisfaction or motivation, but lack of them only cause a poor dissatisfaction. Therefore the absence of the second dimension factors considered synonymous with a lack of attitude. According to Herzberg the factors effective on the motivation include: business success, recognition and appreciation of the people and their work, career development, personal growth and the nature of work and duties.

Some others believe it is one-dimensional and contains the answers to these two questions: a)

currently, how much you are satisfied with your job?  
 B) How much you want satisfaction from your job?  
 Many scholars consider the difference between what a person has already and what he is looking for it, can be an indicator of satisfaction.

Another group of scientists believe many of the concepts and definitions of "Job Satisfaction" contains a kind of evaluation process. Luke call it a pleasant and positive emotional state that resulting from a person's 'job evaluation or job experiences. But Smith thinks that it is a range in which the working environment meet the individual demands. Also, Robbins says that "job satisfaction" is achieved between the difference of the number of rewards that an individual receives and a reward value that thinks he should get. In other word, it can be definite as an evaluation process that is investigated what a person has against what wants (Osseo-Asare et al., 2005).

**Model of Excellence EFQM:** the models of business excellence is an answer to the question of how is a best organization. What goals and concepts it follow and what criteria are governed by their competitors. Today, most countries rely on this model have created a prizes in the national and regional level that it is a stimulating for organizations and the business in the excellence, growth and the creation of wealth. The models of excellence by focusing the production quality (goods or services) and participation of all members can be attend the customer satisfaction and provide stakeholder interests and in the same time, encourage and promote individual and organizational learning with an emphasis on creativity and innovation. In 1991, the model of EFQM was introduced as business excellence model in which was offered a framework for analysis and evaluation of the organization and ultimately to earn European quality reward, this action was practical in 1992. The model provides sustainable advantages that an organization should be achieve them. This model quickly attracted the attention of European companies and were found that public sector organizations and small industries also interest to use it. In 1995, were developed an editing related to the public sector and in 1996, the model for small organizations. In 1999, a most review of model of EFQM was done. In 2001, the excellence model of EFQM of editing small and medium-sized organizations, and in 2003 editing a newer version of the model of EFQM were provided that in the sub-criteria and help tips has a considerable changes than the 1999 version (Razavian,1997).

## MATERIAL AND METHODS

The method used in this research was a survey descriptive (non-experimental). It is descriptive because it gives a picture of the status quo and it is a

survey due to it deals with data collection through questionnaires and population and using the survey methods also measures deviation from the performance. This research is an applied research from perspective of the purpose (Tari, 2006).

The population of the research involves a number of hospital staff in Tehran. In this study, a simple random sampling has been used to statistical samples election. The number of statistical sample is 180 people. Cochran formula is used to determine the amount of sample and the confidence to use this formula is 0.05. In this research, a satisfaction questionnaire was used to the test of job satisfaction which is formed by Homan (2005) in a research with purpose of preparation and standardize the job satisfaction scale at the country level. The steps and results obtained from the research has been expressed in this form that at a sample group with a volume 8000 person of management and government staff it was implemented at two experimental stage and one final stage totally 6000 managers and 1800 employees that had been chosen through multi-stage sampling from 10 states and 5 group of ministries. The research tool included form the 100 questionnaire on the basis of the Likert scale with degrees 1 to 5. The results of the first and the second phases that was performed by several running with factor analysis method and orthogonal rotation and factor amenable show a correlation 0.860 and 0.918 forth short and long scale of the Minnesota job satisfaction, respectively. The results of the final stage with elimination 4 questions from each of three form show that the credit homogeneity coefficients of forms of F, G and H for managers are 0.951, 0.942 and 0.952, respectively and for employers are 0.957, 0.952 and 0.960. The retest reliability over 206 employee's was 0.808, after one week. In all stages of data analysis, SPSS software were applied. The Friedman test and t test was used to analysis data.

## RESULTS

**Hypothesis1:** Investigating the factors affecting on the job satisfaction in two dimensions of the motivation and satisfaction based on the mean of responses.

**Hypothesis1-1:** Investigating the factors affecting on the job satisfaction in the motivation dimension of based on the mean of responses. The results of this hypothesis using Friedman test was suggested that three factors of the values, contributions and affiliations are in the top priority of needs, respectively, and three factors of training and human resource development, objectives determination and the assessments and career development in organization have higher average, respectively, and employees acknowledge the impact

of these motivational factors on job satisfaction and fulfillment in their work environment (Table 1 and 2).

**Hypothesis1-2:** Investigating the factors affecting on the job satisfaction in the satisfaction dimension of based on the mean of responses. The results of this hypothesis is suggested that the three factors of salaries and benefits, administrative and personnel activities and job security have a top priority

of needs, respectively, and three factors of the conditions of employment, the situation of safety and health and facilities and services in the organization have an higher average, respectively, and employee acknowledge the impact of these factors on satisfaction and job satisfaction in their work environment (Table 3 and 4). This hypothesis was obtained from Friedman test.

**Table 1.** The factors affecting on the job satisfaction in the motivation dimension based on the mean value

Row	Need	Mean
1	Empowerment	9.34
2	Setting goals and assessments	9.71
3	Leadership	9.17
4	Partnership	8.17
5	Opportunities to learning and achieve the goals	9.36
6	Appreciation	9.47
7	Education and Human Resources Development	9.76
8	Values	55.7
9	Organizational Communication	8.28
10	Job promotion development	9.56
11	Making Equal Opportunities	9.04

**Table 2.** Prioritizing the training needs of staff in the Motivational dimension based on the amount of the mean rank

Row	Need	Mean rank
1	Values	3.19
2	Partnership	3.93
3	Organizational Communication	4.24
4	Making Equal Opportunities	5.97
5	Leadership	6.25

**Table 3.** The factors affecting on the job satisfaction in the satisfaction dimension based on the mean value

Row	Need	mean
1	Conditions of employment	9.54
2	Job Security	8.65
3	Communication with colleagues	8.98
4	Management of change	8.98
5	Workplace conditions	9.03
6	Facilities and Services	9.10
7	Administrative activities and personnel	8.40
8	Status of Safety and Health	9.52
9	Salary	8.18

**Table 4.** Prioritizing the training needs of staff in the Motivational dimension based on the amount of the mean rank

Row	Need	Mean rank
1	Salary	3.48
2	Administrative activities and personnel	3.98
3	Job Security	4.31
4	Communication with colleagues	5.11
5	Management of change	4.15

**The hypothesis 2:** the services of Milad hospital of the motivation and satisfaction dimensions is effective on bank staff satisfaction.

**The hypothesis 2-1:** the services of Milad hospital of the motivation dimension is effective on bank staff satisfaction. According to table (5) and significantly achieved (0), which was smaller than significantly (0.01), the null hypothesis is rejected therefore from the perspective of the

Miladhospitalstaff, the hospital services of motivational dimensions effective on their satisfaction.

**The hypothesis 2-2:** the services of Milad hospital of the satisfaction dimension is effective on bank staff satisfaction.

According to Table 6 the value  $t=110.9$  is significant at the level of  $p(0) < 0.01$ , therefore it can be suggested that the null hypothesis is rejected, so from the perspective of the Milad hospital staff, the hospital

services of satisfaction dimension is effective on their satisfaction.

**Table 5.** The result of the t test depend on the motivation aspect

factor	N	m	SD	Amount t	df	Sig.
<b>Motivation dimension</b>	180	99.4	10.8	122.9	179	0

**Table 6.** The result of the t test depend on the satisfaction aspect

factor	N	M	SD	Amount t	df	Sig.
<b>Motivation dimension</b>	180	80.4	9.7	110.9	179	0

## DISCUSSION

In 1991, the model of EFQM was introduced as a business excellence model in which was offered a framework for the analysis and an organizational self-evaluation and ultimately earning European quality reward. This action was practical in 1992. The model provides a sustainable advantages that an organizational should be achieved them. This model quickly attracted the attention of European companies and were found that the public sector and small industries also interest to use it.

In this regard, were implemented several studies in the fields of identifying and disseminating key factors for success of organizations in order to improve their performance that the national awards of quality and the Deming, Baldrige and EFQM and organizational and business excellence models are the results of the study. Although Deming, Baldrige and EFQM models are the most common business excellence models, however, another special model t have been developed in other countries that has been inspired from the above models.

The EFQM model are discussed in Iran in conditions that there are more than 70 national excellence models and 90 quality award over the world that commonly used the EFQM and Baldrige models and converging towards each other. Apparently, the competition language all over the world is the same that the financial institutions should be learned the learning organization pervasive management alphabet.

The need to compete the mining and industry sector with a global approach and the offers of participations and industrial integrations with the world in order to access the global market and global credit creation for this sector leads to in the ministry of industries and mines is considered design a global; the models which for many years had followed and had agreed by the world's industrialized nations.

During 1999 to 2002, two main models of Malcolm Baldrige and EFQM and a changes that probably some other countries were made on these

models were examined by ministry of industries and institute of productivity and human resources. Process of selecting also was performed by forming expert groups and a data collection and establish communication with institutions that followed these models and preparing the required drags pursued. Then, in the several meetings of the scientific committee composed of experts and specialists discussed the draft management systems and finally was approved by the scientific committee of the business excellence model EFQM at 2003. With the approval of EFQM model, from 2003 this model was implemented in the subsets of ministry of industries and mines and the ministry and human resources and productivity studies institute followed the national award of productivity and organizational excellence that during two course, the national award of productivity and organizational excellence of some of large public companies and a small number of private sector companies followed this model that after the self-assessment process were able to fill up the declaration for certification.

the results of the study show that the three factors of the values, contributions and affiliations have a top priority of needs, respectively, and three factors of the training and human resource development, setting the objectives and the assessments and career promotion development in organization have a higher average, respectively, and the staff believes the impact of motivational factors on job satisfaction and fulfillment in their work environments. The results of the study on factors of satisfaction showed that three factors of salaries and benefits, administrative and personnel activities and job security have a top priority of needs, respectively, and three factors of conditions of employment, safety and health status and facilities and services in the organization have a higher average and employees believe the impact on job satisfaction and fulfillment in their work environment.

results of this study is consistence with the study on the gas company in east Azerbaijan province

based determination of job satisfaction level of employees in direction of organizational excellence model according requirements of EFQM model. The results obtained by the plan was an origin of the programs of improvement definition at the branch of human resources and to access it, satisfaction level based on inside organization factors effective on it (the factors that are not affected from environmental and outside organization parameters and its change is related to the organization), at the different groups (with the parameters of the location of service, and type of cooperation) have been determined. An investigation on the factors effective on satisfaction of Power Company of Tehran is the title a research that was performed by Rasouli with help unit of studies and measurement of general thoughts in the ministry of energy and are consistent with these results. Another research in the context of this study is a survey on efficiency of organizational excellence model at library environments that were done by Faraji and Sadat (2011). Doing the research and clear results attainment indicates the reality that the organizational excellence model which until was applied more in the industrial institutions, and at in slightly in the administrative institutions is capable to be consistent with a low changes with library environment and its services and to be used in that environment.

In the final conclusion we must mention the fact that in the employee's perspective, both the motivational factors and satisfaction factors influence on employees' job satisfaction that shows the performance evaluation of employees as well have been done in the society.

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