

ARTICLE

THE EFFECT OF IMPLEMENTING A PERFORMANCE-BASED PAYROLL SYSTEM ON EMPLOYEE SATISFACTION IN A STATE HOSPITAL(A CASE STUDY OF MASIH DANESHVARI HOSPITAL)

Rahim Rozbehani¹, Shiva Ehsan Maleki², Mehdi Kazempour-Dizaji^{3*}, Shima Ehsan Maleki⁴, Alireza javanbakht⁵

¹*Clinical Tuberculosis and Epidemiology Research center, National Research Institute of Tuberculosis and Lung Diseases (NRITLD), Shahid Beheshti University of Medical Sciences, Tehran, IRAN*

²*Chronic Respiratory Diseases Research center, National Research Institute of Tuberculosis and Lung Diseases (NRITLD), Shahid Beheshti University of Medical Sciences, Tehran, IRAN*

³*Mycobacteriology Research Center (MRC), National Research Institute of Tuberculosis and Lung Diseases (NRITLD), Shahid Beheshti University of Medical Sciences, Tehran, IRAN*

⁴*Azad University of Central Tehran Branch, Young and Elite Researchers Club, Tehran, IRAN*

⁵*Education management university of Tehran. Tehran, IRAN*

ABSTRACT

The present study used a questionnaire approved by the treatment department to obtain employees and physicians' satisfaction. The statistical population of the current study included all the personnel of Masih Daneshvari Hospital including the staff and physicians. The sample size was thoroughly studied with the return of more than half of the questionnaires. Data were analyzed using SPSS. The results indicated that there was a statistically positive significant correlation between the performance-based payment system and personnel satisfaction in 2015.

INTRODUCTION

Nowadays, human resource is considered as one the most important organizational resources which is responsible for achieving organizational productivity and, ultimately, plays a key role in the entire society. Therefore, being aware of the concepts and structures pertaining to human resource is essential [1]. One of the main concepts which, on the one hand, draws many theoretical and fundamental efforts and, on the other hand, has become more important in all levels of management and human resources in organizations is employees' job satisfaction [18,24].

As all agree, human resource is considered as the most important factor in any country's development. Thus, attentions to human emotions and motivations in any organization, especially the ones like hospitals active in service-providing sectors in which people are responsible for accomplishing major affairs, is essential and of high priority. Due to the fact that productivity and efficiency of the entire organization is crucial, evaluating and recommending effective ways to create more job satisfaction and increase efficiency is predominant [6].

One of the most important and, perhaps, the most controversial concepts which not only draws many theoretical and fundamental efforts but also has become more significant in all levels of management and human resources in organizations is job satisfaction [23]. That's because job satisfaction affects many organizational variables. Several studies have shown that job satisfaction is accounted as one of the vital factors in increasing productivity, personnel's sympathy to the organization, sense of belonging and commitment to the workplace, quantity and quality of work, maintaining decent and humane relationship in workplace, proper communications as well as raising the spirit and love of work [10]. In general, job satisfaction refers to one's feeling of happiness, consent and satisfaction with their job in the organization in relation to having a proper position, talents, gaining success in job, securing reasonable needs, maintaining career advancement, having successful experiences and organizational atmosphere [21,3].

The success of any organization depends on appropriate allocation and use of tools, equipment, money, raw materials and human resources in its organizational programs. This is possible provided that the organizations be able to efficiently use the skills, talents and personal and collective traits of their employees in achieving organizational objectives [29].

Job satisfaction is defined as the match between individuals' perception of their needs and earnings from their job. It has been considered as one of the most crucial research variables in organizational behavior and as a pivotal variable in organizational theories and research [19].

Organizations that are active in service-providing sectors, including hospitals in which people are responsible for many major affairs, attention to human resource and human resource management is more evident than organizations whose most affairs are accomplished by tools and machines. That's

KEY WORDS

Satisfaction;
Performance-based
Payment System;
Personnel.

Published: 15 September 2016

*Corresponding Author

Email:
kazempoor@hotmail.com

because extrinsic motivation and things like that have undeniable effects on individuals [20]. In fact, the features of any job influence the responsibilities and duties of employees and may lead to either job satisfaction or job dissatisfaction (Mashabaki,11).

The significance of job satisfaction relies on its crucial role it has in the enhancement and development of organization as well as health and welfare of its human resource, on the one hand, and on the fact that the concept of job satisfaction, in addition to its numerous and sometimes complicated definitions and conceptualizations, is the confluence of many scientific fields including psychology, sociology and even economy and politics, on the other hand [15].

Despite the fact that most of the great companies and organizations in the country, Iran, grant diverse bonuses to their employees under different titles such as Accord and Karate etc., experience has shown that such rewards and bonuses have merely compensated for and restored the salary and, thus, do not have any considerable effect on employees' motivation. In general, bonus is a pleasant outcome following a favorable behavior on employee's part to increase the likelihood of its recurrence [9].

Job satisfaction encompasses all the facts related to wage, labor, supervision, facilities, conditions and performances in an organization [32]. Lack of attention to job satisfaction disrupts organizational system in the long run and causes rebellion, loss of the sense of responsibility, and eventually staff turnover (Johnson et al, 1996). In nursing profession, job satisfaction is considered absolutely vital with respect to the sensitive and significant role of nurses in health, prevention and care of patients [17 ,8]. Otherwise, job dissatisfaction can have negative effects on the approach nurses take towards patients' care and subsequently decreases the quality of care along with negative social, economic and psychological effects it brings as the result of loss of health and health care in the country [34, 16].

With regard to the point that in hospitals, like other organizations, human plays a pivotal role in the core of organization and employees are employed in compliance with government regulations, insufficient salary, unfair wage and inefficiency of payment system causes many troubles including employees' dissatisfaction, absence, turnover, strikes, complaints and other organizational problems. Consequently, the goal of the management in organizations should be attracting, retaining and thriving qualified human resource for the sake of which developing a fair payment system is essential for achieving this objective. In the era of globalization, any organization which fails to produce and progress faster and cheaper with higher quality than its global rivals will be removed from the market. In the field of competition, only the organization which makes the most use of all its human resource capacity will survive.

Given that wage is the most main step in the employee-employer relationship, the prerequisite for establishing a vigorous relationship is that the employee's income would suffice for his family and himself and feel satisfied with his income while comparing it with other employees with the same condition. Therefore, one of the objective of developing a payment system is developing a fair system for all the employees and creating conditions for them to not leave their organization in the competitive market [25 ,11,12,13].

The process of payment system is an activity through which organization evaluates individuals' performance in order to directly and indirectly reward them either monetary or non-monetary bonuses within the framework of their legal regulations and their payment power. Payment systems have a series of intrinsic features; however, they are dependent on the environment in which they are deployed. Therefore, the government and health system executives in different countries should devise a method complying with the regulations and rules of the country to ensure the achievement of organizational goals.

The significance of payment system is to the extent that has long been the subject of debate by many developing and developed countries in the field of financing health services since 1980. The mechanisms used in fee payment to health service providers is of supreme importance. The advantages of an efficient payment system include attracting potential job seekers, retaining staff, creating motivations in employees, paying according to legal regulations, restraining organizational costs and streamlining strategic goals (50% of organizational costs include salaries and wages). Currently, a lot of employees have been receiving other benefits, including incentive payments, in addition to their salary and hourly wages; this indicates that personal incentive and collective payments influence employee's performance and thereby overall organizational performance by 30% and 15-20% respectively [25].

Job satisfaction is affected by various factors such as salaries and wages, spirits and mood, communications, policies, job dimensions, work discipline and personality traits of employees (Seyed Javadian et al., 2002). Every day, the relationship between job satisfaction and life satisfaction becomes significant more than ever in terms of demographic trends. Studies have shown that when the personal and professional life of individuals are more compatible, they are happier and more satisfied than ever. Therefore, the interaction between job satisfaction and life satisfaction has a significant effect on the physical health and psychological wellbeing of individuals (Saatchi, 1995). Since the responsibility of public health has been entrusted to the Ministry of Health and Medical Education and its personnel play a crucial role in this regard especially in medical treatment, its success requires adept managers who not only have the knowledge of scientific management methods but also identify influential factors on employees' performance and satisfaction and provide better conditions for higher quality services

(Robbins, 1998). The main responsibilities of hospital managers include making efforts in retaining human resources and creating the sense of job satisfaction in employees (Farhadian, 1996).

Studies in Germany and Norway showed that Norwegian physicians had higher job satisfaction than German physicians in hospitals contributing to the satisfactory working hours, adequate salary and sufficient benefits in Norway (Rosta et al., 2009). Zahedi et al. found that most of the employees had a desired job satisfaction in terms of their supervisor, colleagues and nature of work while they had a job dissatisfaction in terms of promotions and monthly salary (Habib et al., 2003). Since high job satisfaction in hospital employees increases elevated health care services and enhances patients' satisfaction with these services along with the crucial role of hospital personnel in providing health care services to patients, the current research intended to investigate the relationship between the performance-based payment system and job satisfaction amongst the employees in Masih Daneshvari Hospital.

Thus, it can be said that a worker or a clerk who is motivated is in the state of tension i.e. there is a kind of imbalance between he and his workplace. He takes actions and make many efforts to relieve from the tension. The more his tensions, the more he endeavors. If his efforts successfully meet his needs, his tension decreases (Robbins, 1995).

In order to create an effective link between the payment and performance, it is necessary to evaluate the performance in a valid way. If we cannot draw a link an important bonus, like payment, to the results, it results in demotivation and low performance. Daily pay, lack of transparency and standard allocation of duties, assigning additional workload to employees as well as lack of monetary values of employee's daily activities lead to employees' dissatisfaction and is the waste of financial and human resource in organizations [25].

Regarding the aforementioned points and drawing on the prior research results along with results of interviews from hospital personnel at different levels, the present research aimed at identifying influential factors of implementing a performance-based payment system on job satisfaction and detecting probable changes in job satisfaction of hospital personnel from different perspectives as well as changes in influential factors on job satisfaction. To this end, the current study tended to identify and evaluate the effects of performance-based payment system on job satisfaction of employees in Masih Daneshvari Hospital, drawing on prior related research before and after implementing such a system. For the purpose of this study, it also investigated whether there was any significant relationship between employees' job satisfaction and their workplace, interaction with colleagues, salary and benefits, professional status, job security, monitoring and supervision, managerial policies and personal life.

MATERIALS AND METHOD

The current research is descriptive-analytical study intending to compare the levels of job satisfaction between employees in Masih Daneshvari Hospital by implementing a performance-based payment system. Methodological foundations of this study is based on surveys. A questionnaire, approved by medical treatment department, was used to evaluate job satisfaction in employees and physicians. The research population included all the personnel including the employees and physicians of the hospital. The sample size consisted of 500 personnel using simple sampling method. The participants filled out the questionnaires and obtained data were statistically analyzed by SPSS.

RESULTS

Age

Amongst the overall 529 subjects, 512 participants answered the questions about age. Accordingly, the most frequent age range was 25 to 35 which compromised 51.4% of the overall sample while the least frequency belonged to the age range of under 25 including 33 participants which constituted 6.4% of the overall sample size.

Table 1: Frequency of respondents in terms of age.

Age	Frequency	Percentage	Cumulative Frequency Percentage
Under 25	33	6.4	6.4
25 – 35	263	51.4	57.8
35 – 45	166	32.4	90.2
Above 45	50	9.8	100
Overall	512	100	

Sex

Amongst the overall 529 subjects, 527 participants answered the questions about sex. About 183 personnel (34.7%) were male while 344 personnel (65.3%) were female.

Table 2: Frequency of respondents in terms of sex.

Sex	Frequency	Percentage	Cumulative Frequency Percentage
Male	183	34.7	34.7
Female	344	65.3	100
Overall	527	100	

Educational Level (University Degree)

Amongst 529 subjects, almost 524 participants answered to the question about educational level. The most and the least frequencies respectively belonged to Bachelor’s degree with 276 participants (52.7%) and PhD with 1% frequency (5 personnel).

Table 3: Frequency of respondents in terms of educational level.

Educational Level	Frequency	Percentage	Cumulative Frequency Percentage
High School	25	4.8	4.8
Diploma	120	22.9	27.7
Nursing Diploma	13	2.5	30.2
Associate Degree	47	9	39.1
Bachelor’s Degree	276	52.7	91.8
Master’s Degree	38	7.3	99
PhD	5	1	100
Overall	524	100	

Work experience

Almost 511 participants answered to question about work experience. The most and the least frequencies belonged to respectively under 5 years of experience with 165 participants (32.3%) and above 20 years of experience with 40 participants (7.8%).

Table 4 : Frequency of respondents in terms of work experience.

Work Experience	Frequency	Percentage	Cumulative Frequency Percentage
Under 5 Years	165	32.3	32.3
5 - 10	142	27.8	60.1
10 – 20	164	32.1	92.2
Above 20 Years	40	7.8	100
Overall	511	100.0	

Marital status

About 518 participants answered the question about marital status. Accordingly, 336 of them were married with the most frequency (64.9%).

Table 5: Frequency of respondents in terms of marital status.

Marital Status	Frequency	Percentage	Cumulative Frequency Percentage
Married	336	64.9	64.9
Single	167	32.2	97.1
Other	15	2.9	100
Overall	518	100	

Employment status

About 501 participants answered the question about employment status. The most and the least frequency belonged to respectively firm contract with 289 participants (57.7%) and contractual with 28 participants (5.6%).

Table 6: Frequency of respondents in terms of Employment Status.

Employment Status	Frequency	Percentage	Cumulative Frequency Percentage
Formal Contract	91	18.2	18.2
Probational Formal Contract	55	11	29.1
Firm Contract	289	57.7	86.8

Contractual	28	5.6	92.4
Project	38	7.6	100
Overall	501	100	

Hypotheses

Central tendency indices and dispersion indices (standard deviation) of variables in 2013

The mean and SD of job satisfaction and other variables including workplace conditions, interaction with colleagues, salary and benefits, professional status, job security, monitoring and supervision, managerial policies and personal life in 2013 are presented in the following [Table 7].

Table 7: Mean and SD of Variables in 2013

Variables	Mean	SD	Size
Workplace Conditions	23.3	5.06	529
Interaction with Colleagues	10.46	3.41	529
Salary and Benefits	12.88	2.8	529
Professional Status	11.8	3.7	529
Job Security	15.9	3.6	529
Monitoring and Supervision	13.8	3.1	529
Managerial Policies	8.4	2.4	529
Personal Life	11.07	1.1	529
Job Satisfaction	107.46	17.31	529

Secondary Hypotheses 1 to 8 for 2013

Null hypothesis

There is not any statistically significant relationship between job satisfaction and other variables.

Hypothesis 1

There is a statistically significant relationship between job satisfaction and other variables. In order to testify the hypotheses, Pearson correlation was used since there was interval gap between data and the relationship between the variables was sought.

The following table present the Pearson correlation, P-value and the results.

Table 8: Pearson Correlation for Job Satisfaction with other Variables in 2013.

Variables	Job Satisfaction	P-value	Critical Level	Correlation	Size
Workplace Conditions	0.561	0.00	0.05	Significant	529
Interaction with Colleagues	0.568	0.00	0.05	Significant	529
Salary and Benefits	0.601	0.00	0.05	Significant	529
Professional Status	0.518	0.00	0.05	Significant	529
Job Security	0.553	0.00	0.05	Significant	529
Monitoring and Supervision	0.394	0.00	0.05	Significant	529
Managerial Policies	0.289	0.00	0.05	Significant	529
Personal Life	0.251	0.00	0.05	Significant	529

As illustrated in the above table, there was a significant relationship between all variables (independent) and job satisfaction (dependent) in 2013. Therefore, the null hypothesis, indicating not any relationship, was rejected and it was concluded that there were not evidences supporting the null hypothesis. The P-value of all variables was smaller than the critical level i.e. 0.05. therefore, 5 in 100 cases may not result in such an outcome.

Central Tendency Indices and Dispersion indices (Standard Deviation) of Variables in 2015

The mean and SD of job satisfaction and other variables including workplace conditions, interaction with colleagues, salary and benefits, professional status, job security, monitoring and supervision, managerial policies and personal life in 2015 are presented in the following table.

Table 9: Mean and SD of Variables in 2015

Variables	Mean	SD	Size
Workplace Conditions	20.3	5.3	529
Interaction with Colleagues	9.8	3.1	529

Salary and Benefits	11.67	3.2	529
Professional Status	10.9	3.4	529
Job Security	13.6	3.9	529
Monitoring and Supervision	12.5	4.2	529
Managerial Policies	8.2	2.8	529
Personal Life	9.07	2.5	529
Job Satisfaction	97.05	23.18	529

Secondary Hypotheses 1 to 8 for 2015

Null hypothesis

There is not any statistically significant relationship between job satisfaction and other variables.

Hypothesis 1

There is a statistically significant relationship between job satisfaction and other variables. In order to testify the hypotheses, Pearson correlation was used since there was interval gap between data and the relationship between the variables was sought. The following [Table 10] present the Pearson correlation, P-value and the results.

Table 10: Pearson Correlation for Job Satisfaction with other Variables in 2015.

Variables	Job Satisfaction	P-value	Critical Level	Correlation	Size
Workplace Conditions	0.644	0.00	0.05	Significant	529
Interaction with Colleagues	0.677	0.00	0.05	Significant	529
Salary and Benefits	0.749	0.00	0.05	Significant	529
Professional Status	0.705	0.00	0.05	Significant	529
Job Security	0.723	0.00	0.05	Significant	529
Monitoring and Supervision	0.744	0.00	0.05	Significant	529
Managerial Policies	0.741	0.00	0.05	Significant	529
Personal Life	0.683	0.00	0.05	Significant	529

As illustrated in the above table, there was a significant relationship between all variables (independent) and job satisfaction (dependent) in 2015. Therefore, the null hypothesis, indicating not any relationship, was rejected and it was concluded that there were not evidences supporting the null hypothesis. The P-value of all variables was smaller than the critical level i.e. 0.05. therefore, 5 in 100 cases may not result in such an outcome.

Main hypothesis

Implementing a performance-based payment system has a significant effect on job satisfaction in Masih Daneshvari Hospital.

With regard to the fact that the study was dealing with a same group which were measured (repeated measurement) within two different time intervals, two test should be applied to compare the probable difference between the intervals. Since each pair of comparisons (Samples) was exactly identical and independent of each other within different time intervals, "T-student Test for Dependent Samples" was used to testify the hypothesis. The last assumption to test the hypothesis with "T for Dependent Samples" was the normality of the difference which was not violated.

Null hypothesis

Implementing a performance-based payment system does not have any significant effect on job satisfaction in hospital personnel.

Hypothesis 1

Implementing a performance-based payment system has a significant effect on job satisfaction in hospital personnel.

Table 11: T-dependent Test for the Main Hypothesis

Variable	Mean	SD	SD of Differences	SEM	Confidence Level at 95%		T-Value	Alpha or Error Level	DF	P-Value
					High	Low				
Job Satisfaction in 2013	107.4	17.3	22.2	0.96	8.5	12.3	10.7	0.05	528	0.000

Job Satisfaction in 2015	97.05	23.1								
--------------------------	-------	------	--	--	--	--	--	--	--	--

According to the results, T-value was 10.7 and became significant at an error level of 0.05 with a DF of 528. The observed difference between the mean of job satisfaction in 2013 and 2015 was significant. Therefore, there was not any sufficient evidence supporting the null hypothesis i.e. the null hypothesis was rejected.

In order to measure the degree of effect, Eta Squared Formula was used:

$$\eta^2 = \frac{t^2}{t^2 + (N - 1)}$$

The value obtained through this formula was 0.17 indication a significant effect.

DISCUSSION AND CONCLUSION

Satisfaction with factors related to the nature of job including importance of job, type of job, whether it is satisfying or motivating, job satiety and diversity etc. are relatively favorable in hospitals. It seems that such satisfaction with the nature of job in hospitals is mainly due to its involvement in human life and it is attained once the treatment and rehabilitation of the most infirm patients is satisfactorily achieved [33]. On the other hand, satisfaction with occupational structures and managerial factors in hospitals including managerial and supervisory factors, delegation, development, promotion to higher positions, security etc. which are all, to some extent, related to the legal and issues and occupational structures that exist in hospitals, is relatively low. The presence of complicated and improper occupational rules and regulations for personnel along with severe monitoring and lack of sufficient authority for the personnel to decide how to perform all lead to dissatisfaction. This shows that it is necessary for hospitals to modify their managerial structures and organizational regulations [33].

Furthermore, the relationship between payment system and performance evaluation is greatly important especially in organizations which define salaries based on employees' performance. Currently, most of physicians and hospitals are in favor of a performance-based payment system and consider it a motivational program. They state that the compensation for the services given by service providers and enhancement of the quality of services are the primary goal of this method. Other goals include direct and indirect cost control by reducing mistakes and excessive use of services.

According to Herzberg's Hygiene Theory, salary and wage are hygiene factors which do not necessarily lead to satisfaction but inhibit dissatisfaction. Adam's Equity Theory states that personnel compare what they give to organizations (skills and talents etc.) with what they receive from organization in return and compare themselves with other personnel. Research has shown that employees find an insignificant relationship between performance and payment.

Moreover, employees believe payment is dependent on non-performance factors such as position and length of service. In fact, dynamic payment systems especially incentive payment systems aim at tightening this relationship. The phrase "the more you produce, the more you gain" creates an immediate link between these two variable.

Therefore, if we would like a performance or competence-based payment, we need to evaluate performance and competence of individuals. In order to make a fair, justice, compatible and transparent evaluation, teams and personnel should state how they were evaluated and how the results have increased their payment.

According to what has been discussed earlier, it is obvious that job satisfaction, in general, is a favorable, positive and pleasant sense one has about his job. Most of scientist find social factors, workplace and nature of job effective in job satisfaction. All the theories on job satisfaction care more about meeting personal, financial and psychological needs of individuals and give attentions to the employee's needs and expectations. A manager should know that satisfice human resource will increase organizational efficiency as they avoid absence at work and will transfer happiness from work to home and then to society. However, opposing ideas have also been proposed in this regard indicating that job satisfaction does not have a significant effect on efficiency. Relationships between colleagues is considered as the most important factor in determining job satisfaction. Several studies have indicated that when employees were allowed to select their colleagues, their job satisfaction increased and labor costs decreased. On the other hand, traditionally speaking, management has been proposed as a crucial occupational dimension. Studies have shown that an employee-oriented management leads to more job satisfaction than labor-oriented management. In general, it is worth noting that job satisfaction which is resulted from organization communicative system depends on the difference between what one would like to attain and what he really attains through communication with organization.

One of the problems in implementing any payment system is the dissatisfaction of some employees with the allocated bonuses; for which the payment system of hospitals is not an exception. One of reasons contributes to injustice and lack of defining comprehensive indices in the evaluation of employees. In other words, there are various methods to measure. Thus, it is essential that individual payment distribution system be based on a systematic, certain and equal method as well.

Managers of organizations should have a positive relationship with organizational commitments resulting in job satisfaction, presence, organizational prosocial behaviors and job performance while having a negative attitude towards turnover (Farhangi et al., 2003) and can be a critical index to determine the efficiency of employees in organization [2].

Since the "main hypothesis" was not followed based on a proper plan and the time interval between the two test was considerably long (regarding internal consistency and its statistical regression which endanger the internal consistency of the research) and that the same test was deployed for both intervals, it is not efficient enough to conclude "the effect of a specific training program or assignment and implementation of a special program."

The present study can only describe job satisfaction in 2013 and 2015 and compare their relationship; however, it cannot consider the difference between the means as the result of the "effect" of a program or a period on employee's job satisfaction; this is one of the "limitations" of the current study. Further Research Suggestions

The results of the present study are useful for the managers of hospitals to conduct further studies and eliminate dissatisfaction factors and strengthen satisfaction factors. Since a majority of dissatisfaction factors is related to guidelines and bylaws set by Ministry of Health and, hence, managers cannot change them a lot, it is recommended that the Ministry of Health conduct such studies in a broader sense to improve occupational motivation in personnel of hospitals and avoid dissatisfaction factors. Considerable attention is also suggested to be given to having a master plan for hard-work and wage changes, granting occupation promotion based on qualification and skills, increasing personality rights of on-shift nurses, lending low-interest mortgage, increasing welfare facilities in nursing system as well as enculturating the society about the significance and occupational value of nurses and hospital personnel in order to reduce job dissatisfaction and increase job satisfaction.

Explaining the necessity and importance of job satisfaction among hospital staff and its significant role in increasing the efficiency of hospital activities requires more actions through holding seminars and conferences for managers and authorities of hospitals by Ministry of Health.

Increasing job satisfaction improves the quality of services. Low job satisfaction requires more attention on the part of authorities and relevant organizations.

Organizations should consider a series of factors such as setting rules and regulations, giving proper salary and benefits, participating in decisions and appreciating individuals to motivate the staff and create job satisfaction. They should also respect the principle of justice and fairness in paying salary and benefits and do not discriminate between the staff. The management of organizations should be able to develop a performance evaluation system which can accurately evaluate the actual performance of employees. The management should not discriminate between male and female employees in their participation in decisions.

Monetary bonuses cannot solely be the basis of participation in organizations. Successful and efficient organizations use monetary bonuses only for securing costs of living. However, non-monetary bonuses should not be overlooked. In order to recognize the fundamental needs of employees, there should be continual evaluation programs. As perceptual skills are primarily important in identifying individual performance indicators, companies should set a proper score to this factor in the payment system the devise.

CONFLICT OF INTEREST

None

ACKNOWLEDGEMENTS

None

FINANCIAL DISCLOSURE

None

REFERENCES

- [1] Chandan JS. [1997] Organizational behavior. New Delhi Vikas Publishing House LTD.
- [2] Chow S, Holden R. [1997] Toward an understanding of loyalty: the moderating role of trust. Journal of managerial issues, 9(3): 257-299.
- [3] Fallah Tafti S, Jamaati HR, Heydarnejad H, Heydari GR, Sharifi Milani H, Amini S, Ehsan Maleki S. [2006] Daily expenditure on

- cigarette smoking in Tehran. *Tanaffos*. 5 (4): 65-70
- [4] Forughi F, Kharrazi H, Iranfar S, Rezaei M. [2008] Job satisfaction and its affecting factors from the viewpoints of faculty members of Kermanshah University of Medical Sciences. *Iranian Journal of Medical Education*, 7(2): 335-42.
- [5] Frahadian M. [1996] Evaluation of job wear with nurses' job satisfaction in ICU section. [MA thesis]. Tehran Medical Sciences University.
- [6] Hosseini MA, Shah Zeidi S. [2002] The effect of continual qualitative improvement on nurses' job satisfaction in Shohadaye Tajrish Hospital and Taleghani Hospital. The first conference of Human Resource Management, Tehran.
- [7] Habib S, Shirazi MA. [2003] Job satisfaction and general health among a general hospital staff. *Iranian Journal of Psychiatry and Clinical Psychology*, 8(4): 64-73.
- [8] Han K, Trinkoff AM, Storr CL, Lerner N, Johantgen M, & Gartrell K. [2014] Associations between state regulations, training length, perceived quality and job satisfaction among certified nursing assistants: Cross-sectional secondary data analysis. *Int J Nurs Stud*. 51(8):1135-1141.
- [9] Hellriegel D, Slocum J, Woodman R. [1995] *Organizational behavior*, New York: Westpublishing Company.
- [10] Houman HA. [2002] *Developing and standardizing job satisfaction scale*. (1st Ed.). Tehran: The Cneter of Governmental Management Training.
- [11] Iranzadeh S, Chakherlouy F. [2010] Pathology and measurement of effective factors on knowledge management in organizations. 5657630: 391-399.
- [12] Iranzadeh S, Chakherlouy F. [2010] RETRACTED ARTICLE: A unique approach to multi-factor decision making by combining hierarchical analysis with error analysis. 3(5552872):694-698.
- [13] Iranzadeh S, Chakherlouy F. [2010] RETRACTED ARTICLE: Designing and formulating organization performance evaluation model in AHP method based on EFQM criteria (case study). 1(5553098): 606-609.
- [14] Johnston C. [1996] Job satisfaction: a possibility? *Semin Perioper Nurs*. 5(3): 152-6.
- [15] Kousha A, Jannati A, Bagheri S, Asghari Jafar Abadi M, Farahbakhsh M. [2012] Comparison between job satisfaction of health sector and treatment sector, East Azerbaijan. *Journal of Military Medicine*, 14(2).
- [16] Kangas S, Kee CC, McKee-Waddle R. [1999] Organizational factors, nurses' job satisfaction, and patient satisfaction with nursing care. *J Nurs Adm*. 29(1): 32-42.
- [17] Laschinger HKS, Read E, Wilk P, Finegan J. [2014] The influence of nursing unit empowerment and social capital on unit effectiveness and nurse perceptions of patient care quality. *J Nurs Adm*. 44(6), 347-352.
- [18] Lawson RB, Shen Z. [1988] *Organizational psychology*. Oxford university press, 148.
- [19] Lu H, While A, Barriball L. [2005] Job satisfaction among nurses: A literature review. *In J Nurs Stud*., 42(2):211-227.
- [20] Mehrabian F, Nasiripour A, Keshavarz Mohamadeian S. [2005] Levels of job satisfaction in directors, managers and supervisors of various departments of public hospitals in the Gilan in 2005. *Gilan Univ Med Sci J*. 16(61): 65-73.
- [21] Mirkamali SM. [2001] *Behavior and relationship in Organization and Management*. (3rd Ed.). Tehran: Yastaroon Publication.
- [22] Moshabaki A. [1991] The survey various aspects of staff motivation in public management. 16(4):19-44.
- [23] Nagy MS. [1996] What to do when you are dissatisfied with job satisfaction scales: A better way to measure job satisfaction. Radford University.
- [24] Pouromid B. [2012] The evaluation of the factors affects on the brand equity of pars khazar household appliances based on the vision of female consumers. *Middle East Journal of Scientific Research*, 12 (8):1050-1055.
- [25] Raeisi P, Alikhani M, Mobinzadeh MR. [2010] Performance-based salary payment in Hashemi Nejad Hospital, Tehran. *Health System*, 2(1&2).
- [26] Robbins A. [1995] *Organizational behavior management*. Translated by Ali Parsaeian and Seyed Mohammad Erabi. Tehran: The Institute of Commercial Research.
- [27] Rabins EP. [1998] *Organization behavior, concepts, theories and applications*. Translated by: Parsaeian A. & Erabi M. (Vol. 1). Tehran: Cultural and Research Office Publications.
- [28] Rosta J, Nylenna M, Aasland OG. [2009] Job satisfaction among hospital doctors in Norway and Germany. A comparative study on national sample. *Scand J Public Health*, 37(5): 503-8.
- [29] Roghani A, Abzari M, Soltani A. [2012] Identifying crucial factors of individual performance evaluation for bonus payment. *Journal of Development Management Process*, 25(3).
- [30] Saatchi M. [1995] *Implicational psychology for managers in home, school and organization*. (1st Ed.), Tehran: Virayesh Publication.
- [31] Seyedjavadin R. [2002] *Human resources management and staff affairs*. Tehran: Negah Danesh Publication.
- [32] Smith A. [1996] *The Wealth of Nations*. Translated by Sirous Ebrahimzadeh. Tehran: Payam Publications.
- [33] Tajvar M, Arab M, Khodabakhsh Nejad V. [2006] Job Satisfaction in Children Medical center in Tehran. *Journal of Health Management*, 9(22).
- [34] Vahey DC, Aiken LH, Sloane DM, Clarke SP, Vargas D. [2004] Nurse burnout and patient satisfaction. *Med Care*, 42(2).