

## EFFECTS OF JOB SATISFACTION, JOB PERFORMANCE AND INTENTION TO LEAVE JOB ON WORK ALIENATION: A CROSS SECTIONAL STUDY ON HEALTH WORKERS IN PUBLIC HOSPITALS

İŞ TATMİNİ, İŞ PERFORMANSI VE İŞTEN AYRILMA NİYETİNİN İŞE YABANCILAŞMA ÜZERİNE ETKİSİ: KAMU HASTANELERİNDE SAĞLIK ÇALIŞANLARI ÜZERİNE KESİTSEL BİR ARAŞTIRMA

Associate Professor Dr Selma SÖYÜK

İstanbul University-Cerrahpaşa, Faculty of Health Sciences Department of Health Management, İstanbul/Türkiye  
ORCID No: 0000-0001-9822-9417

Associate Professor Dr Haluk ŞENGÜN

İstanbul Aydın University, Faculty of Health Sciences Department of Health Management, İstanbul/Türkiye  
ORCID No: 0000-0001-9821-4311

Dr. İbrahim GÜN

İstanbul University-Cerrahpaşa, Faculty of Health Sciences Department of Health Management, İstanbul/Türkiye  
ORCID No: 0000-0002-1674-9097

Cite As Söyük, S.; Şengün, H. & Gün, İ. (2021). "Effects Of Job Satisfaction, Job Performance And Intention To Leave Job On Work Alienation: A Cross Sectional Study On Health Workers In Public Hospitals", International Academic Social Resources Journal, (e-ISSN: 2636-7637), Vol:6, Issue:25, pp:756-761

### ABSTRACT

Work alienation has been affected by lots of variables and it has been very important concepts in terms of healthcare management. This study aims to reveal variables affecting work alienation and how do they effect it. This research have been carried out in 11 education and training hospitals that have similar characteristics and units with 695 healthcare professionals. The research designed as cross sectional study. Data has been collected with questionnaire form. Frequencies, correlations, logistic regression analysis have been used in the study. Demographic questions, work alienation, job satisfaction, job performance, intention to leave job scales were used in the study. As job satisfaction mean score increases, work alienation behaviour decreases 0,124 times. The intention to leave job behaviour has negative impact on the work alienation behaviour. Alienation levels of the employees decrease 57.6% in the case that if employees choose their professions willingly. Health professionals working at night and seizures show 60.1% more work alienation behaviours. Job satisfaction and choosing profession willingly has a positive effect on work alienation behaviour. On contrary, intention to leave job and working at night or in shift have negative impact on the work alienation. Job performance has no significant effect on the dependant variable.

**Key words:** Work Alienation, Job Satisfaction, Job Performance, Intention to Leave, Logistik Regression

### ÖZET

İşe yabancılaşma birçok değişken tarafından etkilenmekte ve sağlık yönetimi açısından oldukça önemli bir kavramdır. Bu çalışma işe yabancılaşmayı etkileyen değişkenlerin etkisini incelemek ve nasıl etkilediklerini ortaya koymak amacıyla gerçekleştirilmiştir. Araştırma benzer birimlere ve özelliklere sahip 11 eğitim ve araştırma hastanesinde 695 katılımcı ile gerçekleştirilmiştir. Araştırma kesitsel bir araştırma olarak planlanmıştır ve veriler anket formları ile toplanmıştır. Formlarda demografik özellikler, iş tatmini, iş performansı, işten ayrılma niyeti ve işe yabancılaşma ölçekleri bulunmaktadır. İş tatmini ortalama puanı yükseldikçe işe yabancılaşma davranışı 0,124 kat azalmaktadır. İş tatmini işe yabancılaşma üzerinde negatif bir etkiye sahiptir. Sağlık çalışanları mesleğini isteyerek seçmişlerse işe yabancılaşmanın %57,6 düştüğü sonucuna ulaşılmıştır. Sağlık çalışanları nöbet usulü ve gece çalıştıklarında işe yabancılaşmaları %60,1 daha fazla olmaktadır. İş tatmini ve işini isteyerek seçme işten ayrılma niyeti üzerinde olumlu bir etkiye sahipken işten ayrılma niyeti ve gündüz çalışmıyor olmak olumsuz bir etkiye sahiptir. İş performansının ise anlamlı bir etkisi tespit edilmemiştir.

**Anahtar Kelimeler:** İşe Yabancılaşma, İş Tatmini, İş Performansı, İşten Ayrılma Niyeti, Lojistik Regresyon

## 1. INTRODUCTION

Key factor for sustaining the existence, effectively and efficiently, is the human resources of organization. Human resources have a great role to play in carrying out the activities within the organization. In order to fulfil the organizational roles of the human resources, the organization must find, develop and implement the factors that will motivate employees of the organization.

Human resources are very important in the field of health. According to WHO, the share that countries allocate from GDP to health shows the importance that country attaches to health. Among OECD countries, Turkey is not in a very good position in terms of health human resources. Therefore, it is very important for the existing human resources to stay in the organization and work with motivation.

Job satisfaction and work alienation phenomena will significantly affect individuals and job performances. Individuals who suffer from all these dimensions will have the intention to leave the job and perhaps will leave the organization with time. The aim of this study is to examine the effects of variables that affect work alienation.

## 2. THEORETICAL FRAMEWORK

Job satisfaction is defined as an evaluation that expresses a sense of satisfaction and positive emotions about a person's work. This also is related to the perception of results of the work (Judge & Kammeyer-Mueller, 2012). Additionally, job satisfaction can be also defined as a reconciliation function between individual needs and corporate expectations with sociological and psychological dimensions and it is one of the most important requirements of the people to be successful, happy and productive in business life (Yan et al., 2018).

Job satisfaction is a complex and multidimensional concept that is influenced by many psychological, physical and social factors. This concept plays a critical role in the overall progress of the organization and in employee productivity (Abdolshah et al., 2018). It is very important to have employees with high level of job satisfaction for an institution. These employees will have high organizational commitment to organization and show high level of performance and efficiency (Gillet et al., 2018). This kind of employee who has high level of performance and efficiency is important for customer loyalty, increased income and organizational growth (Fatt et al., 2010). On the other hand, job satisfaction affects work alienation and job performance within the organization.

The phenomenon of alienation has been debated in academic literature since the eighteenth century on many topics such as philosophy, sociology, psychology and psychiatry (Nair & Vohra, 2009). Karl Marx (1844/1961) was the first author to develop the concept of alienation of work. Marx stated that workers have seen themselves as workers only and lost their identity and autonomy by virtue of this structure because of the strict hierarchy of workers that completely controls employees (Fedi et al., 2016).

Basically, researchers define job performance as the activities and behaviours that contribute to the achievement of organizational goals (Campbell, 1990). Job performance is a pioneering criteria of performance management. Job performance includes certain functional and behavioural competencies. A common assumption among managers is that employees who are more satisfied with their work tend to be more productive (Rezaee et al., 2018).

Intention to leave work is to make a conscious decision on leaving the organization (Bartlett, 2000). Intention to leave work is the employee's attempts to leave the workplace voluntarily or willingly (Takase, 2010). Therefore, the intention to leave is the premise. This premise may change over time as a result of a psychological, cognitive, and behavioural process. Depending on organizational reasons (status, organizational climate, support, relations and leadership), work-related causes (workload, stress, autonomy, salaries, shift work), demographic factors (age, years of experience), conflicts between work and family and etc. the person may quit or leave the job in time (Galletta et al., 2013; Homburg et al., 2013; Lagerlund et al., 2015; Nelsey & Brownie, 2012; Takase, 2010).

## 3. METHODOLOGY

The study was planned as a cross sectional study. The main purpose of the study is to reveal the variables affecting work alienation. In this study, analyses were conducted with SPSS 20 statistics program. Frequencies, reliability analysis of scales, chi-square analysis, correlation analysis and logistic regression analysis has been carried out to estimate effects of variables on work alienation. This study carried out in 11 education and training hospitals that have similar units and sizes located in İstanbul Northern Anatolia Region. In the study simple random method has been used. In the concept of research, 702 employee filled forms fully but according to mahalonobis distance test results 7 of them eliminated. Questionnaire form that handed out have 5 sections, including demographic questions, job satisfaction, work alienation, job performance and intention to leave job scales.

In order to carry out logistic regression analysis, work alienation scale is divided into two groups as binary variables. While this distinction is made, If mean score is more than 3, it is coded as "1" means there is work alienation behaviour in employees. On the other hand, code named "0" shows that there is no work alienation in employees. Forward step method has been used in logistic regression and the cut-off point here is  $\alpha = 0.05$ .

In this study, 5 point likert scale has been used in all scales. To evaluate job satisfaction of health professions, Minnesota Satisfaction Questionnaire was used. Work alienation scale prepared by Usul and Atan was used in the study (Hayrettin & Aysel, 2014). Job performance scale that was taken from the study of Goris, Vaught and Pettitin in 2003 (Goris et al., 2003) and finally Intention to leave job scale that developed by Schwegker in 2001 used in study (Schwegker Jr, 2001). All scales validity and reliability

analyses carried out by Turkish authors. Additionally, reliability scores were measured using internal consistency (Cronbach's Alpha) method. The reliability of scales have passed the tests ( $<0,70$ ).

#### 4. FINDINGS OF RESEARCH

There are 695 employees have been joined to the research. Majority of respondents are belong to the gender group of women (%77,1). According to the age classification under 34 years old respondents compose of 33.7% and there are 140 employee (%20,1) are over the age of 34. Thirty four years old employee number is 321 (%46,2). Demographic variables show that 365 of 695 employees are married. Based on the educational level of participant, most of them have bachelor degree (%35,3). Majority of participants are composed of nurses (%50,4). After that, doctor are major group in the research (%20,3). Nearly half of participants ( $n=361$ ) are working in shift and working only in nights, whereas others are working only in day shift. According to professional time 1-5 years workers are made up the majority. According to department of workers majority of group belongs to the surgical. In terms of choosing job willingly, 479 Employees (%68,9) indicate that they have chosen their job voluntarily and 448 of all staff are satisfied what they do.

Before logistic regression analysis, eigenvalues, condition indexes, variance ratios and standard errors in predictive variables, tolerance, VIF values and bivariate correlations between variables were examined to probe the problem of multicollinearity between variables. When all the findings examined, it has been founded that there is no problem of multicollinearity between the predictive variable. After that chi-square test between independent variables has been conducted to show significant relationship between demographic variables. The significant variables has been added to regression analysis.

When Cox & Snell R2 values are examined, it is observed Cox & Snell R2 test result is 0,385 and Nagelkerke R2 test result is 0,514. In the last step, it shows that the four variable model has acceptable adaptability, in other words, the model-data fit is adequate.

Tests named Hosmer and Lemeshow chi-squared goodness of fit, shows model fit as a whole. If the significant level is bigger than 0,05, the model is fitted as a whole. In our study the test result is 0,32 and it means model-data fitness is adequate.

According to the results of SPSS's first classification, the percentage of correct classification was 53.2%. When the classification obtained as a result of logistic regression model, it was seen that the independent variables in the model increased the classification power to 81.4% in the last step. Model recruited 306 out of 370 people with alienation behaviour (Table 1).

Table 1: Classification table

Observed Status	Expected Status		Total Accurate Classification Percentage
	0	1	
Work Alienation	0	260	65
	1	64	306
Step 4	Total Accurate Classification Percentage		81,4

Exp (B) is the exponential logistic regression coefficients. This value is the odds ratio calculated for each variable. It shows the change in odds ratio caused by one unit change in the independent variable. Therefore, the Exp (B) values are interpreted as follows: If the value is greater than 1, the odds ratio for the probability of occurrence or occurrence of the event increases with the increase in the independent variable. If the value is less than 1, the likelihood of occurrence or occurrence of the event decreases due to the increase in the predictor variable (Cokluk, 2010).

It is understood that a one-unit increase in the job satisfaction independent variable will cause 87.6% ( $(1-0,124)*100$ ) decrease in the probability of work alienation (Because the category encoded as 1 means work alienation and Exp (B) is less than 1). In other words, as job satisfaction average score increases, work alienation becomes 0,124 times less (Table 2).

Table: 2 Logistic Regression Model

	$\beta$	S.E.	Wald	df	Sig.	Exp( $\beta$ )	95% C.I. for EXP(B)	
							Lower	Upper
Job satisfaction (mean)	-2,09	0,21	98,746	1	0,00	0,124	0,082	0,187
Intention to leave job mean)	0,393	0,105	13,956	1	0,00	1,481	1,205	1,82
Choosing job willingly (Yes)	-0,838	0,225	13,89	1	0,00	0,433	0,278	0,672
Manner of work (Night and shift)	0,471	0,201	5,505	1	0,019	1,601	1,081	2,373
Constant	6,211	0,829	56,078	1	0	498,286		

One unit increase in intention to leave job causes 48.1% increase in the probability of work alienation. In other words; the intention to leave job behaviour has a negative impact on the work alienation behaviour. The intention to leave the job increases the alienation by 1,481 times.

The alienation levels of the employees are lower by 57,6%  $(1-0.433) * 100$  in the case that they choose their professions voluntarily. In other words, those who choose the profession willingly show a work alienation behaviour of 0,433 times less.

Health professionals working at night and seizures shows 60.1% (1,601 times) more work alienation behaviours.

#### 4. DISCUSSION

Work alienation can affect business life in many ways (Artar & Erdil, 2017). First sign of work alienation is the reduction of employee motivation. In studies investigating the effects of alienation on the employee; it is stated that the results show that there is a loss of work and life satisfaction, low productivity, high work stress, low loyalty to business and organization, high level of workforce turnover and job withdrawal, burnout and low organizational health perception(Ozer et al., 2019). This study aims to reveal variables that are job satisfaction, job performance, intention to leave job and demographic, affecting work alienation and how do they effect it. In the light of the studies, there are limited number of studies examining the effects of organizational and individual factors on alienation from work (Özbek, 2011).

In the literature, alienation has been positively correlated with work attitudes such as emotional commitment and job satisfaction, and has positive relations with effort and performance (Chiaburu et al., 2013). The alienation of work may have adverse side effects on the person, e.g. alcohol or drug use (Erickson, 1987; Gupta & Jenkins Jr, 1984).

Work alienation and job satisfaction are effective in business performance. Efficiency and high performance are the primary targets of organizations. High work performance can be ensured by employees with high job satisfaction (Rezaee et al., 2018).

When the other studies are examined, it is seen that the results are in the same direction with us. Fedi et al. found that work alienation reduces job satisfaction and job participation (Campbell, 1990). Chiaburu et al. in 2014 analysed the results of work alienation. They indicated that there is a relation between job alienation and job satisfaction, job participation, organizational commitment, job insecurity, absenteeism, intention to leave, organizational citizenship behaviour (Chiaburu et al., 2014). Additionally, Tuna and Yeşiltaş also indicated that there is a moderate and positive relationship between intention to quit and alienation in their study (Muharrem & Yeşiltaş, 2014). As a result of our study, relations between work alienation and job satisfaction, intention to leave, choosing job willingly, manner of work were found significant and supported by literature.

#### REFERENCES

- Abdolshah, M., Khatibi, S. A. M., & Moghimi, M. (2018). Factors influencing job satisfaction of banking sector employees. *Journal of Central Banking Theory and Practice*, 7(1), 207-222.
- Artar, M., & Erdil, O. (2017). Relationship between Job Satisfaction, Organizational Trust and Work Alienation. *Ismc 2017: 13th International Strategic Management Conference*, 34, 194-205. doi:10.15405/epsbs.2017.12.02.17
- Bartlett, K. R. (2000). The relationship between training and organizational commitment in the health care field. 61.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. 687-732.

- Chiaburu, D. S., Diaz, I., & De Vos, A. (2013). Employee alienation: Relationships with careerism and career satisfaction. *Journal of Managerial Psychology*, 28(1), 4-20.
- Chiaburu, D. S., Thundiyil, T., & Wang, J. (2014). Alienation and its correlates: A meta-analysis. *European Management Journal*, 32(1), 24-36.
- Cokluk, O. (2010). Logistic Regression: Concept and Application. *Educational Sciences: Theory and Practice*, 10(3), 1397-1407.
- Erickson, F. (1987). Transformation and school success: The politics and culture of educational achievement. *Anthropology & Education Quarterly*, 18(4), 335-356.
- Fatt, C. K., Khin, E. W. S., & Heng, T. N. (2010). The impact of organizational justice on employee's job satisfaction: The Malaysian companies perspectives. *American Journal of Economics and Business Administration*, 2(1), 56.
- Fedi, A., Pucci, L., Tartaglia, S., & Rollero, C. (2016). Correlates of work-alienation and positive job attitudes in high-and low-status workers. *Career Development International*, 21(7), 713-725.
- Galletta, M., Portoghese, I., Battistelli, A., & Leiter, M. P. (2013). The roles of unit leadership and nurse-physician collaboration on nursing turnover intention. *Journal of advanced nursing*, 69(8), 1771-1784.
- Gillet, N., Fouquereau, E., Coillot, H., Cougot, B., Moret, L., Dupont, S., . . . Colombat, P. (2018). The effects of work factors on nurses' job satisfaction, quality of care and turnover intentions in oncology. *Journal of advanced nursing*, 74(5), 1208-1219.
- Goris, J. R., Vaught, B. C., & Pettit, J. D. (2003). Effects of trust in superiors and influence of superiors on the association between individual-job congruence and job performance/satisfaction. *Journal of Business and Psychology*, 17(3), 327-343.
- Gupta, N., & Jenkins Jr, G. D. (1984). Substance use as an employee response to the work environment. *Journal of Vocational Behavior*, 24(1), 84-93.
- Hayrettin, U., & Aysel, A. (2014). Sağlık sektöründe yabancılaşma düzeyi. *Karamanoğlu Mehmetbey Üniversitesi Sosyal ve Ekonomik Araştırmalar Dergisi*, 2014(1), 1-10.
- Homburg, V., van der Heijden, B., & Valkenburg, L. (2013). Why do nurses change jobs? An empirical study on determinants of specific nurses' post-exit destinations. *Journal of nursing management*, 21(6), 817-826.
- Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job attitudes. *Annual review of psychology*, 63, 341-367.
- Lagerlund, M., Sharp, L., Lindqvist, R., Runesdotter, S., & Tishelman, C. (2015). Intention to leave the workplace among nurses working with cancer patients in acute care hospitals in Sweden. *European Journal of Oncology Nursing*, 19(6), 629-637.
- Muharrem, T., & Yeşiltaş, M. (2014). The Effect of Ethical Climate, Work Alienation and Organizational Identification on Turnover Intention: A Research on Hotel Establishments. *Anatolia Tourism Academy*, 25(1), 105-117.
- Nair, N., & Vohra, N. (2009). Developing a new measure of work alienation. *Journal of Workplace Rights*, 14(3).
- Nelsey, L., & Brownie, S. (2012). Effective leadership, teamwork and mentoring—Essential elements in promoting generational cohesion in the nursing workforce and retaining nurses. *Collegian*, 19(4), 197-202.
- Özbek, M. F. (2011). Mediating role of organizational adaptability in the relationship trust in organization and work alienation. *Suleyman Demirel University The Journal of Faculty of Economics and Administrative Sciences*, 16(1), 231-248.
- Ozer, O., Ugurluoglu, O., Saygili, M., & Songur, C. (2019). The impact of work alienation on organizational health: A field study in health sector. *International Journal of Healthcare Management*, 12(1), 18-24. doi:10.1080/20479700.2017.1312804
- Rezaee, A., Khoshsima, H., Zare-Bahtash, E., & Sarani, A. (2018). A Mixed Method Study of the Relationship between EFL Teachers' Job Satisfaction and Job Performance in Iran. *International Journal of Instruction*, 11(4), 577-592.

- Schwepker Jr, C. H. (2001). Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce. *Journal of business research*, 54(1), 39-52.
- Takase, M. (2010). A concept analysis of turnover intention: Implications for nursing management. *Collegian*, 17(1), 3-12.
- Yan, X., Yang, K., Su, J., Luo, Z., & Wen, Z. (2018). Mediating role of emotional intelligence on the associations between core self-evaluations and job satisfaction, work engagement as indices of work-related well-being. *Current Psychology*, 37(3), 552-558.