

YAPISAL EŐİTLİK MODELİ İLE HASTANELERDE UMUT VE İŐ DOYUMUNUN ÇALIŐAN PERFORMANSINA ETKİSİNİN İNCELENMESİ

Tunahan ARICI¹

Nuh Mehmet BÜYÜKSİVASLIOĐLU²

İmran AKBEROV³

ÖZET

Arařtırmamızda, Antalya Eğitim ve Arařtırma Hastanesinde çalıőan saėlık personelinin umut, iő doyumunun çalıőan performansına etkisini arařtırmak amaçlanmıŐtır. Bu baėlamda 2300 saėlık çalıőanından 550'si ile görüőülerek, yüz yüze görüőme yöntemiyle arařtırma verileri toplanmıŐtır. Arařtırmada, umut düzeyini ölçmek için kullanılan Luthans ve arkadaşları tarafından geliştirilen (2007) "Umut Ölçeėi", iő doyumunu ölçmek için Brown ve Peterson (1994) tarafından geliştirilen "İŐ Doyumu Ölçeėi" ve çalıőan performansını ölçmek için Spreitzer'in 1995 yılında geliőtirdiėi "Güçlendirme Ölçeėi" kullanılmıŐtır. Ölçekler, 5'li likert tipinde uygulanmıŐtır.

Arařtırma sonuçlarına göre umut ve iő doyum düzeyi arasında ,07 düzeyinde bir iliŐki, umut iő performans arasında ,15 ve iő doyum ile performans arasında ,31 düzeyinde bir etki olduėu; cinsiyete göre performans ve iő doyum arasında anlamlı farklılıklar bulunduėu ancak umut düzeyi ile aralarında anlamlı farklılıklar bulunmadıėı tespit edilmiŐtir.

Arařtırma kapsamında, Antalya Eğitim ve Arařtırma Hastanesi'nde çalıőan personelin umut ve iő doyum düzeyinin çalıőan performansına etkisi yapısal eŐitlik modeli ile arařtırılmıŐtır.

Anahtar Kelimeler: Umut, İŐ Tatmini, Hastane Yönetimi, Çalıőan Performansı, Yapısal EŐitlik Modeli

EXAMINATION OF THE EFFECT OF HOPE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN HOSPITALS WITH STRUCTURAL EQUATION MODELLING

ABSTRACT

In our research, it is aimed to investigate the effect of hope and job satisfaction of health personnel working in Antalya Education and Research Hospital on employee performance. In this context, 550 out of 2300 healthcare workers were interviewed and face to face interview method was used to collect data. In the research, the Hope Scale that was developed by Luthans et al. (2007) was used to measure the level of hope, the Job Satisfaction Scale that was developed by Brown and Peterson (1994) was used to measure job satisfaction, and the Strengthening Scale that was developed by Spreitzer in 1995 was used to measure employee performance. The scales were applied in 5-point Likert type.

According to the results of the study, it is determined that there were the correlations between hope and job satisfaction at a level of 07, between hope and employee performance at a level of 15, and between job satisfaction and performance at a level of 31 effects. According to gender, it is determined that there were significant differences between performance and job satisfaction but there were no significant differences between performance and hope level.

Within the scope of the research, the effect of the hope and job satisfaction level of the employees working in Antalya Education and Research Hospital on the employee performance was investigated with the structural equation model.

Keywords: Hope, Job Satisfaction, Employee Performance, Hospital Management, Structural Equation Modelling,

¹ PhD Student, Southern University (IMBL), Rostov on Don/ Russia, buhara191@hotmail.com

² PhD Student, Southern University (IMBL), Rostov on Don/ Russia, nuhmbs@gmail.com

³ Prof. Dr., Southern University (IMBL), International Management Faculty, Rostov on Don/ Russia, rector@iubip.ru

INTRODUCTION

While executing the management functions, managers should not keep the control process and feedback activities out of sight (Yalcin and Seker, 2016). The enterprises established to produce goods and services that meet the needs of the people interact with the environment they are connected with the input-output relations. It is possible for enterprises to maintain their lives for many years and to show high performance with this interaction being healthy. In order to ensure that this interaction is healthy, the interaction of the employees with the enterprise should be carried out healthy.

Employee management in an organization means not only managing technical skills but also managing other factors of human resources (Jegadeesan, 2007). The organizations consist of people who have come together to achieve a certain purpose. It is accepted that the most important factor that makes an organization successful is its human resources. In order to manage the organization in a healthy manner, the human factor and its behaviors should not be ignored. The behaviors of the organization employees have great importance for the functioning of the organization. These behaviors can create positive or negative effects within the organization, in other words, contribute to the development of the organization or create an obstacle to development. From this point of view, new managerial techniques prioritize the continuous development of employees' knowledge, skills, and abilities and creating benefits from this (Erigüç et al. 2014).

1. JOB SATISFACTION

The job concept in job satisfaction should be evaluated not only economically but also psychologically as a concept which has an important function in the world of the individual (Cathy and Mathews, 2001). In general, it can be defined as a combination of positive or negative emotions that employees feel for their work (Schwepker, 2001).

Job satisfaction is defined as a positive attitude towards a person's job, as well as a sense of satisfaction that is emerged as a result of the harmony between the person and the workplace conditions or business life in the person (Ugboro and Obeng, 2000).

Job satisfaction has a great influence on increasing the motivation of employees and ensuring their loyalty to the organization. The satisfaction level of the job increases as the expectations of the employees in the business are met. The factors such as the attitudes and behaviors of managers, employees' wages, working conditions, social relations, promotion opportunities, rewards constitute these expectations of employees in general (Aziri, 2011).

Job satisfaction is another indicator of occupational well-being. Studies on job satisfaction showed that job satisfaction is a good predictor of teachers' performance at work (Ololube, 2006). Businesses should use human resources that have high-performance, efficient and highly job dependence in order to realize this. These organizations should accommodate the employees that have high job satisfaction (Ruyter, et al., 2001; Taşlıyan, 2007; Hyz, 2010). Although the success of the enterprises and the success of the employees are not separate from each other, they have important effects on each other. Employee productivity linked to job satisfaction significantly affects the organization's efficiency that provides achievement in the organization (Park and Cho, 2016). The positive or negative relationship between employees and colleagues and the behavior of corporate structure and managers are an important source of job satisfaction (Alegre et al., 2015; Arcioğlu, Gökçe, and Salur, 2017).

2. HOPE

This concept was first started to use in the field of positive psychology with the studies conducted by Snyder (2000). The concept of hope refers to a positive and motivating situation related to goal-orientedness and making plans to achieve goals (Peterson, et al., 2011). It is the patience of the individuals to go towards their goals or to be able to lead to new ways when necessary (Avey et al., 2010). While the vehicle or self-control component of hope is ensured stability to achieve goals, its roads or component of the road power encourages the creation of alternative ways to replace those that may have been obstructed in the pursuit of these objectives (Avey, Luthans and Youssef, 2007).

Human-specific hope is expressed as the individual's flexibility in thinking about future possibilities, being prepared for different possibilities, and distinguishing and choosing what is appropriate for these different possibilities. Thus, despite the different possibilities, it is provided that hope is emerged making positive evaluations. According to this, the concept of hope refers to a level of expectation that is not yet realized but is desired to be realized. This expectation is based on the favorable positivity of positive psychology (MacInnis and Mello, 2005). According to Luthans et al. (2007), it is difficult to reach the goals if the alternative paths are not seen or predicted while emphasizing the efforts of individuals to achieve their goals. Here, the individual may fall into learned despair. Thanks to the individual's hope, he/she will try to get rid of the learned helplessness and achieve his goals with alternative solutions.

Although the hope is the least emphasized component within the psychological capital dimensions, there are several studies in the literature on the impact on performance. When the researches are examined, it is determined that the level of hope has a positive effect on academic achievement and performance (Curry et al., 1997).

3. EMPLOYEE PERFORMANCE

Performance is a concept that quantitatively and qualitatively indicates what an individual, group, or organization doing a job can achieve and achieve what is intended for the intended purpose (Şehitoğlu and Zehir, 2010). The common point of the definitions regarding employee performance is that performance has emerged a result of the relationship between individual expectation and organizational goal (Tutar and Altınöz, 2010).

The level of employee performance depends on the individual characteristics of each employee, mental abilities, desire for integration with organizational purposes, beliefs and values (Suliman, 2001). There are two important distinctions between task and contextual performance. Firstly, task activities are often different for different jobs. However, contextual activities are similar in different jobs. Being volunteer, persevering, helping others, and other behaviors are important for most jobs, if not all jobs. Secondly, people's knowledge, skills, and abilities are often decisive for the level of task performance. The determinant of the contextual performances is related to the intention and tendency situations based on willpower. In addition, motivational characteristics and tendency/intent variables should be the primary determinant for task performance (Borman, 2004).

4. RESEARCH

Since the institution is expected to take a lot of time to reach all units of the main mass for face-to-face interviews due to 24-hour service and shift working order, sampling method has been adopted easily. With the 5-point Likert scale which is widely used in our country, the degree of participation or nonparticipation in the statements presented to the employees about an attitude or behavior in their institutions was measured (Nakip, 2003).

The data required for the research were collected by face-to-face (personal interview) questionnaire method on a voluntary basis using the sample easily. The face-to-face questionnaire method was preferred in terms of high response rate and allowing many questions (Ayten, 2016).

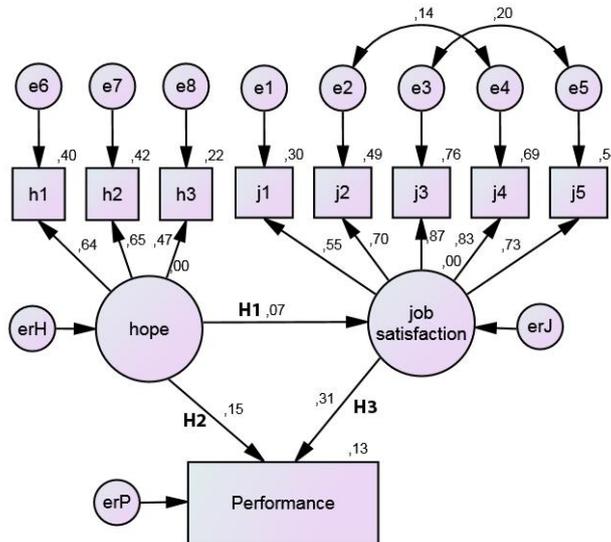
Analyses with the structural equation model implementations with frequency and variance were made through SPSS 24.0 and AMOS 24.0 programs. The acceptability level of the developed model was tested with fit indices values that are χ^2/df , RMSEA, NFI, RFI, IFI, TLI, and CFI.

3.1. POPULATION AND SAMPLING

Within the scope of the research, face-to-face interviews with 550 people working in the health services class were conducted in Antalya Education and Research Hospital. 513 questionnaires were included in the research as a result of validity and reliability analyses.

3.2. RESEARCH MODEL AND HYPOTHESES

The effect of job satisfaction and hope on performance with the research will be investigated. The research model prepared for this purpose is given below.



Shape 1. The Model of Research.

The hypotheses of the research were developed as follows:

H1: There is a statistically significant relationship between hope and job satisfaction.

H2: Hope has an effect on performance.

H3: Job satisfaction has an effect on performance.

H4: There is the differentiation between job satisfaction, performance and hope levels by gender.

3.3. DATA COLLECTION AND QUESTIONNAIRE DESIGN

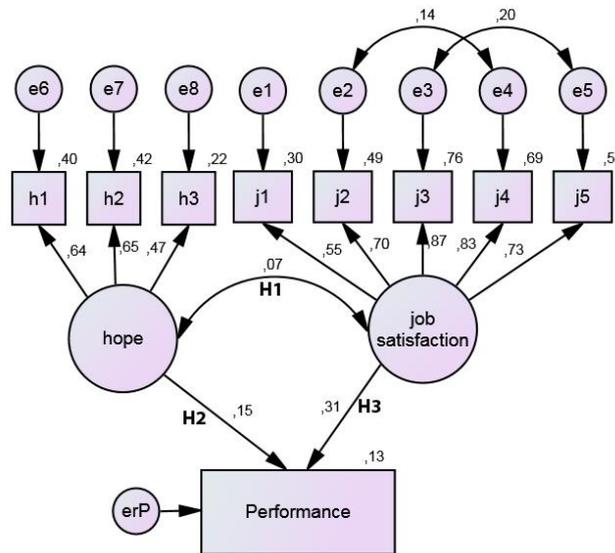
In order to measure the level of hope in the research, a one-dimensional Hope Scale that is developed by Luthans et al in 2007 was used. The scale was applied in a 5-point Likert type. The internal consistency coefficient (Cronbach’s alpha) of the scale, which is graded for each item that is rated to change between (1) Strongly Disagree, (5) Strongly Agree, was $\alpha = 0.717$.

In order to measure job satisfaction, the one-dimensional Job Satisfaction Scale that is developed by Brown and Peterson in 1994 was used. The scale was applied in a 5-point Likert type. The internal consistency coefficient (Cronbach’s alpha) of the scale, which is graded for each item that is rated to change between (1) Strongly Disagree, (5) Strongly Agree, was $\alpha=0.880$.

In order to measure employee performance, the Strengthening Scale that is developed by Spreitzer in 1995 was used. The scale was applied in a 5-point Likert type. The internal consistency coefficient (Cronbach’s alpha) of the scale, which is graded for each item that is rated to change between (1) Strongly Disagree, (5) Strongly Agree, was $\alpha=0.848$.

4. FINDINGS

237 (46.2%) female and 276 male (53.8%) health workers participated in the research. 84% of the participants 1-10 years, 12.3% of the participants 11-20 years, 3.7% of the participants 21 and more years had professional experience



Shape 2. Analysis Results of the Research Model

When the model developed within the scope of the study was tested with the mediating role of AMOS 24.0, the following fit indices results were obtained. H1 hypothesis including the thesis that there is a statistically significant relationship between hope and job satisfaction., H2 hypothesis (effect value, 15) including the thesis that hope has an effect on performance and H3 hypothesis (effect value, 31) including the thesis that job satisfaction has an effect on performance are accepted when the results of the research are examined.

Table 1. Adaptation indices used for structural equation model

Fit Indexes	Perfect Fit	Acceptable Fit	Model
χ^2/df	$3.00 \leq \chi^2/df \leq 5.00$	$2.00 \leq \chi^2/df \leq 3.00$	3,035
RMSEA	$.00 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$	0,063
NFI	$.95 \leq NFI \leq 1.00$	$.90 \leq NFI \leq .95$,949
RFI	$.90 < RFI \leq 1.00$	$.85 < RFI \leq .90$,901
IFI	$.95 \leq IFI \leq 1.00$	$.90 \leq IFI \leq .95$,965
TLI	$.95 \leq TLI \leq 1.00$	$.90 \leq TLI \leq .95$,931
CFI	$.97 \leq CFI \leq 1.00$	$.95 \leq CFI \leq .97$,965

Source: Hooper, Coughlan & Mullen (2008)

When the fit indices are examined, it will be seen that the developed model is within acceptable compliance values. Therefore, the data we obtain through the model is scientifically valid and reliable.

Table 2. T-test table showing performance-level differentiation by gender

Gender	N	\bar{X}	Std. Deviation	t	p
Female	237	5,013	,999	2,924	,004
Male	276	4,756	,987		

When the above table is analyzed, it is seen that there is a differentiation in the performance levels according to the gender variable ($p = ,004$ and $p < 0,05$). It is determined that the average of women was 5,013 and the average of men was 4,756.

Table 3. T-test table showing the differentiation in the level of job satisfaction by gender

Gender	N	\bar{X}	Std. Deviation	t	p
Female	237	3,683	1,100	2,206	,028
Male	276	3,466	1,116		

When the above table is examined, it will be seen that there is differentiation in job satisfaction levels according to gender variable ($p = ,028$ and $p < 0,05$). It is determined that the average of females was 3,683 and the average of males was 3,466.

Table 4. T-test table showing the differentiation in job hope level by gender

Gender	N	\bar{X}	Std. Deviation	t	p
Female	237	3,484	1,270	,669	,504
Male	276	3,406	1,340		

When the above table is examined, it is seen that there is no differentiation in the levels of hope according to the gender variable ($p = ,504$ and $p > 0,05$). It is determined that the average of women was 3,484 and the average of men was 3,406.

Therefore, the H4 hypothesis including the thesis that there is the differentiation between job satisfaction, performance and hope levels by gender is partially acceptable.

5. DISCUSSION AND CONCLUSION

The enterprises established to produce goods and services to meet the needs of people interact with the input and output relations and the environment they are connected to. It is possible for enterprises to continue their lives for a long time and to perform these interactions in a healthy way.

While the importance of the employees working in the internal environment has increased, the importance of customers and customer satisfaction in the external environment of the enterprise has increased with businesses transfer to a strategic management approach. This change has led to a fundamental structural transformation in enterprises that provide health services, as in businesses in all areas. On the other hand, the increase in the demand for health services, the decline of the public sector in the production of services and the increase in the competition in the production of services increased the importance of the concepts such as quality and customer satisfaction in terms of health enterprises.

In the research, it was determined that there is a statistically significant relationship between hope and job satisfaction, job satisfaction affects employee performance and hopes affect job employee performance. The findings were consistent with the literature. It is determined that there was a statistically significant distinctness between the levels of hope and job satisfaction according to gender. Unlike these results, it is not determined that there was no distinctness in the level of hope according to gender.

In terms of corporate governance, especially when the service, such as the health sector, continues uninterruptedly for 24 hours, employees' perspectives against institution and performance levels are important.

Job satisfaction, employees' levels of hope and employee performance levels should be managed well in order to provide logistic support for the operational efficiency and strategic objectives of the hospitals. Managers should make efforts to determine the needs of the personnel and to determine personal differences. Determining the factors affecting the performance of employees, job satisfaction and hope levels and managing them well will bring the employee success and job satisfaction as well as corporate success. In the research, the effect that is determined between the variables and the distribution of these effects is important in terms of institutional resource planning and institutional reorganization.

REFERENCES

- Alegre, I., Mas-Machuca, M., & Berbegal-Mirabent, J. (2015). Antecedents of employee job satisfaction: Do they matter?. *Journal of Business Research*, 69(4), 1390-1399.
- Arıcıoğlu, M , Gökçe, Ş., & Salur, M . (2017). Strateji Uygulamalarına Etki Eden Faktörler ve Bu Faktörlerin Performans Üzerine Etkisi: Türkiye'deki Ticari Bankalar Üzerine Bir Araştırma. *Karamanoğlu Mehmetbey Üniversitesi Sosyal ve Ekonomik Araştırmalar Dergisi*, 19(33), 103-113.
- Ayten, MA. (2016). Yükseköğretim Kurumlarında Stratejik Sürdürülebilir Alan Yönetimi. *Yükseköğretim Dergisi*, 6(3), 142-154.
- Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice*, 3(4), 77-86.
- Avey, J. B., Luthans, F. & Youssef, C. M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of Management*, 36(2), 430-452.
- Borman, W. C. (2004). The Concept of Organizational Citizenship. *Current Directions in Psychological Science*, 13(6), 238-240.

Brown, S.P., & Peterson, R.A. (1994). The Effect of Effort on Sales Performance and Job Satisfaction. *Journal of Marketing*, April, 58(2), 70-80.

Cathy, P., & Mathews, BP. (2001). Customer Satisfaction: Contrasting Academic and Consumers' Interpretations. *Marketing Intelligence and Planning*, 19/1, 38-44

Curry, A., Snyder, C., & Cook, D. (1997). Role of Hope in Academic and Sport Achievement. *Journal of Personality and Social Psychology*, 1257-1267.

Erigüç, G., Ö. Özer, Ö., Turaç, İS. & Songur, C. (2014). Organizational Silence among Nurses: A Study of Structural Equation Modeling. *International Journal of Business. Humanities and Technology*, 4(1), 150-162.

Hooper, D., Coughlan, J. & Mullen, M. R. (2008). Structural Equation Modelling: Guidelines for Determining Model Fit. *The Electronic Journal of Business Research Methods*, 6(1), 53-60.

Hyz, A. (2010). Job Satisfaction and Employee Performance of Greek Banking Staff: An Empirical Investigation. *Folia Oeconomica*, 239, 85-96.

Jegadeesan G. (2007). A Conceptual Framework. *ICFAI Journal of Organizational Behavior*, 6(4), 55.

Luthans, F., Youseff, C. M. & Avolio, B. J. (2007). *Psychological Capital: Developing Human Competitive Edge*. New York: Oxford University Press

MacInnis, D. J., & De Mello, G. E. (2005). The concept of hope and its relevance to product evaluation and choice. *Journal of Marketing*, 69(1), 1-14.

Nakip, M. (2013). *Pazarlama Araştırmalarına Giriş, Dördüncü Baskı*, İstanbul: Seçkin Yayıncılık.

Ololube, N. P. (2006). Teachers job satisfaction and motivation for school effectiveness: An assessment. *Essays in Education (EIE)*, 18(9).

Park, HJ & Cho, JS. (2016). The Influence of Information Security Technostress on The Job Satisfaction of Employees. *Journal of Business and Retail Management Research (JBRMR)*, 11(1), 66-75.

Peterson, S., Luthans, F., Avolio, B., Walumbwa, F., & Zhang, Z. (2011). Psychological capital and employee performance: a latent growth modeling approach. *Personnel Psychology*, 64(2), 427-450.

Ruyter, K., Wetzels, M. & Feinberg, R. (2001). Role Stress in Call Centers: Its Effects on Employee Performance and Satisfaction. *Journal of Interactive Marketing*, 15(2), 23-35.

Schwepker, 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.

Snyder, R. (2000). *Handbook of Hope*. San Diego: AcademicPress.

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442-1465.

Suliman, A.M.T. (2001). Work Performance: Is it One Thing or Many Things? The Multidimensionality of Performance in a Middle Eastern Context. *The International Journal of Human Resource Management*, 6, 1049-1061.

Şehitoğlu, Y. & Zehir, C. (2010). Türk Kamu Kuruluşlarında Çalışan Performansının, Çalışan Sessizliği ve Örgütsel Vatandaşlık Davranışı Bağlamında İncelenmesi. *Amme İdaresi Dergisi*, 43(4), 87-110.

Taşlıyan, M. (2007). Turizm ve Seyahat Sektöründe Çalışanların İş Tatmini İle Müşterilerin Memnuniyeti Arasındaki İlişki: Kahramanmaraş'ta Bir Alan Çalışması. *Selçuk Üniversitesi Karaman İ.İ.B.F. Dergisi*, 20, 185-195.

Tutar, H. & Altinöz, M. (2010). Örgütsel İklimin İşgören Performansı Üzerine Etkisi: Ostim İmalât İşletmeleri Çalışanları Üzerine Bir Araştırma. Ankara Üniversitesi SBF Dergisi, 65(2), 195-218.

Ugboro, IO & Obeng, K. (2000). Top Management Leadership, Employee Empowerment, Job Satisfaction and Customer Satisfaction in TQM Organizations: An Empirical Study. *Journal of Quality Management*, 5(2), 247-272.

Yalcin, I. & Seker, M. (2016). Examination of Interaction and Statistical Differences Between Information and Communication Within Internal Control and Managers' Perceived Communication Skills. *European Scientific Journal*, March, 12(8), 240-257