AN ANALYSIS OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND PERSPECTIVE ON THE FUTURE: A RESEARCH ON HEALTH CARE EMPLOYEES

İŞ DOYUMU VE GELECEĞE BAKIŞ ARASINDAKİ İLİŞKİNİN İNCELENMESİ: SAĞLIK ÇALIŞANLARI ÜZERİNE BİR ARAŞTIRMA

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ABSTRACT

People join the business environment to accomplish some goals. They find satisfaction in the work and private life as they achieve and attain their aims; and their job and private life satisfaction decreases and their loyalty to the institution decreases as they drift apart from their goals. People have some needs in the institutions they work for. Some of these needs are physiological, some are psychological or social needs. As long as these needs are met, employees find job satisfaction in their institutions and this also contributes to private life satisfaction. Otherwise, it is difficult for employees who do not meet their psychological, social or physiological needs to find satisfaction in the workplace. It can be argued that an unsatisfactory work environment will have an effect that weakens the organizational commitment of employees and strengthens their intention to leave work. On the other hand, a healthy work environment that provides job satisfaction can be considered to enhance the employee's job satisfaction.

There are some means of empowering employees' loyalty to their institutions. These are democratic management tools such as participation in management, taking responsibility, taking initiative, and strengthening the workforce. For this, it is necessary to create an environment that will ensure that the employees of the institution take responsibility, reward the achievements and make them look more hopeful and confident in the future. It is necessary to take internal and external motivational measures that will strengthen the emotional, psychological and social needs of the employees in the institutions, shortly enough to find job satisfaction, job security, opportunities for promotion, opportunity to show themselves, effective communication, corporate justice, corporate commitment and organizational citizenship. All these healing administrative tools can be expected to empower employees' psychological contracts with the organization.

The aim of this study is to examine the job satisfaction and future perspective of health personnel working in public and private hospitals operating in Ankara and make various suggestions. For this purpose, the factors affecting job satisfaction and future perspective of the healthcare personnel working at the said institutions were examined and suggestions were made in this frame.

It has been understood from the research findings that there is a meaningful difference between the job satisfaction of the health care employees in public and private hospitals and their perspective on the future. In terms of job satisfaction, the level of job satisfaction of health care employees in private hospitals is relatively higher, while it is understood that health care employees working in public hospitals have higher average perception than those in private hospitals in terms of being hopeful. It is hoped that the research carried out within this context will contribute to the applicant and field studies.

Keywords: Public hospital, private hospital, health care employees, job satisfaction, perspective on the future

ÖZ

İnsanlar iş ortamına bazı amaçları gerçekleştirmek için girerler. Söz konusu amaçları gerçekleştirdikleri ve hedeflerine ulaştıkları ölçüde iş ve özel yaşam doyumu bulur, amaçlarından uzak düştükleri ölçüde iş ve özel yaşam doyumları düşer ve kuruma bağlılıkları azalır. İnsanların çalışmış oldukları kurumlarda bazı ihtiyaçları vardır. Bu ihtiyaçlardan kimileri fizyolojik, kimileri

psikolojik veya sosyal ihtiyaçlardır. Söz konusu ihtiyaçların karşılanması ölçüsünde çalışanlar kurumlarında iş doyumu bulur ve bunun özel yaşam doyumuna da katkısı olur. Aksi halde psikolojik, sosyal veya fizyolojik ihtiyaçları karşılanmayan çalışanların işyerinde doyum bulmaları güçleşir. Doyumsuz bir iş ortamının çalışanların örgütsel bağlılıklarını zayıflatan ve işten ayrılma niyetlerini güçlendiren bir etkisinin olacağı ileri sürülebilir. Buna karşın iş doyumu sağlayan sağlıklı bir iş ortamının çalışanın iş doyumunu artıracağı kabul edilebilir.

Çalışanların kurumlarına bağlanma duygularını güçlendiren bazı araçlar vardır. Bunlar yönetime katılma, sorumluluk alma, inisiyatif kullanma, işgören güçlendirme gibi demokratik yönetim araçlarıdır. Bunun için kurumda çalışanların sorumluluk almalarını sağlayacak, başarılarını ödüllendirecek ve onların geleceğe daha fazla umut ve güvenle bakmalarını sağlayacak bir ortamın oluşturulması gerekir. Çalışanların kurumlarında fizyolojik, psikolojik ve sosyal ihtiyaçlarının karşılanabilmesi, kısaca iş doyumu bulabilmeleri için yeterli ücret, iş güvencesi, yükselme olanakları, kendilerini gösterme olanağı, etkin iletişim, kurumsal adalet, kurumsal bağlılık ve örgütsel vatandaşlık duygularını güçlendirecek içsel ve dışsal motivasyonel önlemleri almak gerekir. Bütün bu iyileştirici yönetsel araçların çalışanların örgütle olan psikolojik sözleşmelerini güçlendirici etkisinin olacağı beklenebilir.

Bu çalışmanın amacı, Ankara'da faaliyet gösteren devlet ve özel hastanelerde çalışan sağlık personelinin iş doyumu ve geleceğe bakışlarını inceleyerek, çeşitli önerilerde bulunmaktır. Bu amaçla araştırmada, söz konusu kurumlarda çalışan sağlık personelinin iş doyumu ve geleceğe bakışlarını etkileyen faktörler incelenmiş ve bu çerçevede önerilerde bulunulmuştur.

Araştırma bulgularından kamu ve özel hastanelerdeki sağlık çalışanlarının iş doyumu ve geleceğe bakışları arasında anlamlı farklılığın olduğu anlaşılmıştır. İş doyumu bakımından özel hastanelerdeki sağlık çalışanlarının doyum düzeyi göreli olarak daha yüksek iken, umutlu olmak bakımından ise devlet hastanelerinde çalışan sağlık çalışanlarının, özel hastanelerdeki sağlık çalışanlarına göre daha yüksek algı ortalamasına sahip oldukları anlaşılmıştır. Bu kapsamda yapılan araştırmanın, uygulayıcılara ve alan çalışmalarına katkı sağlayacağı umulmaktadır.

Anahtar Kelimeler: Devlet hastanesi, özel hastane, sağlık çalışanı, iş doyumu, geleceğe bakış.

1. INTRODUCTION

Originating with the industrial revolution, the conventional management approach is a process that separates the workplace from personal space, making 'workers out of humans'. The emergence, through the industrialization process, of large masses of workers alienated to their workplace and with no control on their work has increased the significance of job and private life satisfaction (Cai and Zhou, 2009: 397-403). Feelings of alienation of those separated from their homes and working in the mechanical settings of factories, not even knowing one another, have a negative impact on their attitudes to work and lower their job and life satisfactions (De Cuyper and De Witte, 2006: 395-409). A heart-felt commitment to work makes one happy, while the lack thereof leaves one unhappy and dissatisfied. One's happiness at work is called job satisfaction and one's unhappiness there is called job dissatisfaction (Coomber and Barriball, 2007: 297-314). It is only to be expected that unsatisfied workers yield lower efficiency and performance while those satisfied have greater motivation and are more efficient (Judge et al., 2001: 376-407). Job satisfaction can at the same time reflect upon one's private life and contribute to life satisfaction (Bowling, 2007: 167-185).

Job satisfaction in organizational settings develops depending sometimes on the work, sometimes on remuneration, sometimes on the concept of management, and sometimes on the workmates (Ahmad and Oranye, 2010: 582-591). If the work is interesting and presents the worker with opportunities to learn, taking responsibility and self-fulfilment ensue (Coomber and Barriball, 2007: 297-314). Remuneration is one of the important factors that lead to satisfaction in the workplace. If the job is open-ended and presents opportunities for hierarchical promotion as talent and experience grow, this is an important source of satisfaction (Cai and Zhou, 2009: 397-403). Besides, if the job allows the workers to demonstrate their creativity, use discretion, and receive social, technical, and behavioural support, this is a further factor that affects job satisfaction.

Job satisfaction, which reflects employees' general attitude towards their work, is studied within both organizational psychology and social psychology. It first drew the attention of psychologists, who adopted certain approaches to explain this concept – the traditional approach, which tackles job satisfaction in the context of individual needs, and the modern approach, which claims that job satisfaction is a result of a cognitive process. While the former studies job satisfaction in the context of individual needs and values, the latter studies the outcome of the interaction of individual characteristics and organizational variables on an intuitive and cognitive scale.

As for the factors creating job satisfaction in the traditional and modern approaches, they seem to be dominated by the models of individual-environmental suitability. While the modern approaches tackle job satisfaction in the context of individual-environmental suitability overlapping with personal characteristics and work conditions, the traditional approaches claim that it results from what the work environment offers the individual and how their needs are met. Whichever the approach, it can be asserted that workers need certain motivational factors in their professional and private lives in order to enjoy satisfaction in both. There are certain factors that motivate people in their professional and private lives. These could be thoughts,

beliefs, fears, hopes, desires, needs, etc. The management of human behaviours or activities at work or in private depends on the management of these emotions.

People join organizations to reach certain goals. They find satisfaction in their professional and private lives so long as they fulfil their needs and reach these goals. Their satisfaction levels drop and their commitment to the organization fades when they no longer feel fulfilled. People have certain needs in their organizations. Some of these are physiological, others are psychological or social (Maslow, 1954: 47). As far as these needs are met, workers enjoy job satisfaction in their organizations, which contributes to their satisfaction in their private lives. Those whose social, psychological, or physiological needs are not met have difficulty feeling satisfied at work. An unsatisfactory work environment could lower workers' organizational commitment and urge them to quit. A satisfactory work environment, on the other hand, can be seen as increasing job satisfaction (Chang et. al., 2010: 428).

As for future expectations, these have to do with how employees see their future and are also closely related to their job satisfaction levels. They are linked to increasing positive expectations, doing well, high self-esteem, and coping strategies. Employees' future expectations and their hopes of realizing them can affect their psychological well-being and satisfaction levels with their lives. Individuals with positive expectations are optimistic and hopeful, and strive to reach their goals (Eryılmaz and Aypay, 2011: 167-179). Future expectations can be even more significant in this period, when important decisions are made about teenagers, because expectations are the most powerful motivation in decision-making. Expectations and perceptions of success mutually affect each other (Şimşek, 2012: 90-109).

2. CONCEPT OF JOB SATISFACTION

Criticisms of the industrial revolution mainly target the fact that it separates the workplace from personal space and that it makes 'workers out of humans'. The emergence, through the industrialization process, of large masses of workers alienated from their workplace and with no control on their work has increased the significance of professional and private satisfaction.

Along with industrialization have come work and workplace regulations replacing traditional ties; and social status-seeking in line with individual aptitudes have caused the individualization of personal skills and, eventually, alienation. Industrialization has replaced traditional values with skills, and tradition with acquired industrial culture.

Attaining social status through professional skills and handing over control of work to others have brought along a conflict between 'autonomy' and 'being under the control of others', which in turn has created the risk of individuals being alienated to their work, to themselves, and to society. Satisfaction at work and in private, along with future confidence, has gained significance due to the problem of alienation in this process. Not being able to participate in the processes but being held accountable for the consequences stands as one of the biggest obstacles on the way to job satisfaction.

Job satisfaction is a pleasurable or positive emotional state regarding the assessment of one's work or work experiences (Brief, 1998: 32). It has so far been studied from many aspects in a great deal of research. A number of theories have been developed in relation to job satisfaction looking at the individual and organizational factors affecting job satisfaction from various perspectives. These theories are generally classified as Traditional Theories and Modern Theories.

The traditional approaches to job satisfaction are classified under two headings: 'need theories' and 'value (expectation) theories'. Need theory takes individual needs as its starting point (Brief, 1998: 41). At this point, mentioning the three basic need theories is in order: Maslow's Need Hierarchy Theory, Alderfer's ERG-Existence, Relatedness, and Growth Theory, and Herzberg's Motivator-Hygiene Theory. Standing out among the value (expectation) theories is the Cornell Model, known as Cornell Satisfaction Studies and developed by Smith, Kendall, and Hulin (Smith et al, 1969: 53).

One of the most important modern approaches to job satisfaction is Salancik and Pfeffer's Social Information Processing Approach (Salancik et al, 1978: 231). SIPA tackles work attitudes in comparison to need and expectation theories. The researchers assert that need theories are based solely on individual needs and take no notice of the social environments people work in.

Another modern approach to job satisfaction is Motowidlo's theory of individual differences in job satisfaction, which claims that job satisfaction is an individual judgment of the extent to which a work environment keeps one happy. While forming this judgment, the individual uses their knowledge, skills, and

aptitudes to establish a link between their work experiences and personal characteristics, and this link determines their job satisfaction (Brief, 1998: 53).

After the 1980's, the concept of job satisfaction was studied in the context of personal characteristics and tendencies, as in Staw et al. (1986: 63), with OCB (Organizational Citizenship Behaviour) and organizational behaviours with social tendencies in the spotlight. In these studies, the focus was on personality and the relations between its constituent emotions and behaviours on an individual analysis scale (George, 1990: 113).

2.1. Job Satisfaction Factors

There are several factors that affect job satisfaction: remuneration, job security, opportunities for promotion, physical work conditions, organizational design, opportunities for self-fulfilment, demographics such as gender, age, and marital status, and organizational factors such as the managerial structure, organizational communication, organizational culture, organizational justice, and a sense of belonging. When one has job satisfaction, this is conducive to organizational commitment and organizational citizenship (Wooden and Warren, 2004: 275-297), and when one does not, this leads to alienation to and a lack of interest in one's work and organization (Cai and Zhou, 2009: 397-403). Employees wish to work where they have job satisfaction as this is directly related to labour efficiency, a sense of organizational commitment and citizenship, work continuity, and the speed of employee cycles (Podsakoff et al., 1996: 259-298).

In light of the theories, models, and studies mentioned above, it is possible to group the factors leading to job satisfaction, or the dimensions of job satisfaction, under two main headings. The first are the factors relating to the work environment and the work itself, and include the treatment of individuals, the tasks assigned to them, their relations with the others in the work environment, and their rewards. The second relate to individuals' personal characteristics and life styles. The variables in these two groups interact with one another and affect job satisfaction (Spector, 1997: 54). These variables, separated by Spector into two groups, can be called environmental and personal factors.
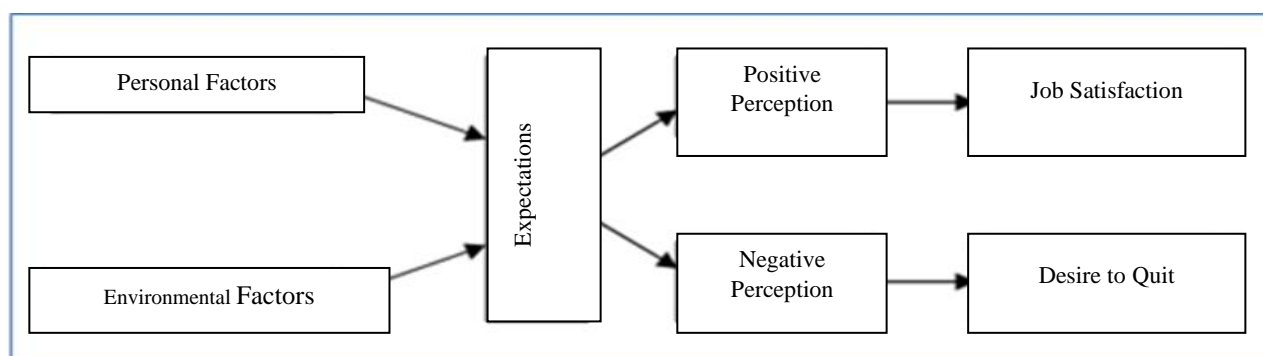

Figure 1. Job Satisfaction and Intentions to Quit

Source: Spector, P. E. (1997). Job Satisfaction: Application, Assessment, Cause, and Consequences, California: SAGE Publications.

The job satisfaction factors studied by Spector in two groups can be perceived in different ways even if the personal factors within the organizations are the same. Therefore the organizational job satisfaction factors must be properly perceived by the individuals. The figure also shows that personal characteristics are equally important in job satisfaction. It should also be pointed out that job satisfaction is a managerial instrument that needs to be supported by both internal and external motivational factors. The environmental factors include internal (material) and external (emotional) motivational means altogether.

2.1.1. Environmental Factors

The environmental factors leading to job satisfaction are work-related. A given job motivates workers and creates job satisfaction to the extent that it requires skills, is integral, makes autonomy possible, and is significant.

The environmental factors leading to job satisfaction can be summarized as follows:

a. Remuneration: As was pointed out earlier, people join organizations to meet their material, social, and psychological needs. An individual who cannot meet these needs and feels pressurized by them will have their life and job satisfaction adversely affected. For this reason, remuneration is an important means of job

satisfaction meeting people's material needs. Physiological needs can only be satisfied through adequate remuneration (Shanafelt et al., 2012: 1377-1385).

b. Promotion: Another factor leading to job satisfaction is the availability of opportunities for promotion. This is a factor that meets an individual's emotional/psychological needs. Promotion meets an individual's not only emotional but also material needs.

c. Control: Control is an individual's freedom to make work-related decisions. Freedom to control work processes and consequences contributes to job satisfaction. Alternatively, if control is exerted not by who does the job but by others, the result is alienation.

d. Relations with Superiors and Colleagues: When people start working for an organization, they become part of the system of relations that avails there. Job satisfaction results so long as this system represents the individuals. Good or bad treatment from colleagues or superiors affects job satisfaction accordingly.

e. Communication: Organizational communication takes place between individuals in the internal and external settings of the organization. This communication and interaction provide job satisfaction depending on the individuals' self-expression.

f. Organizational Reputation and Work Conditions: The reputation and image of an organization are directly reflected upon its employees, who find job satisfaction as long as they perceive this image and reputation as good.

2.1.2. Individual Factors

The concept of job satisfaction can be studied from two perspectives: individual-focused and organization-focused. Tackling job satisfaction from an individual-focused perspective requires accepting that every individual deserves to improve organizational justice and to express and improve themselves. Protection of an individual's safety and reputation within the organization is a pre-requisite to the individual-focused vision of job satisfaction (Spector, 1997: 68). An organization-focused vision of job satisfaction means seeing the individual as secondary, as in the traditional theories of organization.

The individual factors for job satisfaction also include individuals' high-level needs such as autonomy and personal development. The motivating effect of a job is an important factor for job satisfaction for individuals with strong needs for personal development. Those who prefer challenging and interesting tasks feel more motivated and happier when given complex tasks.

Arvey et al. (Arvey et al, 1991: 42) suggest the 'focus of control' for the approach that explains the individual factors with genetic characteristics. Those with a strong focus of control are better able to cope with negative situations whereas those with a weaker focus of control are less able to do so. The former are not much affected by the environmental factors whereas the latter are greatly affected by external/environmental factors in finding job and life satisfaction.

3. FUTURE EXPECTATIONS

Job satisfaction is understood to influence an individual's life satisfaction. For this reason, the concepts of job satisfaction and life satisfaction need to be considered together (Sung et al, 1994: 549). Two basic factors can be said to determine expectations in human life. The first is life satisfaction and the second is job satisfaction. The Theory of Social Learning claims that an individual's past experiences greatly affect their future expectations. Expectations are mostly shaped by individual perceptions of facts rather than future desires. Therefore, the basic factors that determine hopefulness or hopelessness about the future depend largely on past experiences. Research reveals that hope for success tops the variables that form expectations. Another factor that affects an individual's future expectations is the perception of 'support'. Support for the future can come from family, workplace, or circles of friends, but it can also rise from an individual's internal factors such as their efforts, self-sacrifice, and motivation for success (Rotter, 1975: 56).

Any success or failure can be generalized to shape future expectations. Research on expectations from professional life shows that these are largely influenced by previous cases of success or failure (Greenhause et al, 1983: 412). There are also studies showing a link between professional expectations and other variables, such as that between professional perceptions and professional expectations (Bourjaily, 1984: 801).

As Adler (1994: 53) states, human behaviour is determined as much by past experiences as by future expectations. Expectations and goals are like a guiding light for humans. They think that this light will save

them from the darkness of their needs and this thought becomes their future expectation. The perception of this darkness and the move towards the light are affected as much by their strength as their future expectations.

Planning the future is a rather complex process. Basically it is defined by three psychological processes: motivation, planning, and assessment. People set future targets in light of their motivations, values, and expectations – defining, in short, their future interests. They then work out the stages towards the realization of these targets, and engage in planning and problem-solving on the way. Finally, they assess the probability to realize their expectations and figure out the odds (Salmela-Aro, 2001: 67). Most future expectations end up as the roles in adult lives. The wish to reach higher comfort underlies all educational, professional, and family plans. A greater number of positive expectations are closely related to doing well, high self-esteem, and coping strategies (Lanz and Rosnati 2002; Libreska 2002).

4. METHOD

4.1. Research Goal

This paper mainly aims to study the link between job satisfaction and future expectations of health staff working in hospitals. It further aims to detect any differentiation in health workers' job satisfaction and future expectations depending on demographic variables.

4.2. Research Sample

The study was conducted on a total of 232 health workers employed in eight public and five private hospitals in Ankara. 143 of them were employed in public hospitals with the remaining 89 working in private hospitals. Of the public hospital employees, 47 were doctors and 96 were midwives and nurses. Of the private hospital employees, 30 were doctors and 59 were midwives and nurses. Random sampling was used with a 95% (0,05) reliability interval (Bayram, 2004). The sample size (n= 232) is large enough to be representative of the research universe.

4.3. Data Collection Method and Instrument

The research data was collected by means of a questionnaire composed of 40 items divided into three groups. The first groups related to the respondents' demographics, the second group related to the 'Job Satisfaction Scale', and the third group related to the 'Beck Hopelessness Scale'. The 'Job Satisfaction Scale' is a 14-item scale developed by Hackman and Oldham (1975) on the Likert scale (1-strongly disagree, 5-strongly agree). The 20-item 'Beck Hopelessness Scale', designed by Beck et al. (Beck et al, 1974), was used to reveal the subjects' future expectations. The scale consists of 20 propositions of true/false, with an answer key of 11 true and 9 false items. It was translated into Turkish by Seber (Seber et al, 1993). The subjects were asked to mark 'yes' for the statements that they agreed with and 'no' for those that they disagreed with. Items 1, 3, 7, 11, 18 are on 'Feelings about the Future and Expectations', items 2, 4, 9, 12, 14, 16, 17, 20 are on 'Loss of Motivation', and items 5, 6, 8, 10, 13, 15, 19 are on 'Hopefulness'. 11 answers of 'yes' and 9 answers of 'no' are given one point. For items 1, 3, 5, 6, 8, 10, 13, 15, 19, the answer 'no', and for items 2, 4, 7, 9, 11, 12, 14, 16, 17, 18, 20, the answer 'yes' is given one point. The point range is 0-20. The higher the scores, the more hopeless the respondents are considered to be.

4.4. Validity and Reliability of the Scales

In testing the validity and reliability of the model, Confirmatory Factor Analysis (CFA) was used for structural validity, and variance extracted estimate and composite reliability was used for reliability. The CFA measured whether the observed variables could explain their latent variables, and revealed that the standardized factor loads of the latent variables over their relevant variables were greater than 0.70 and that the t value was significant (1,96 or above at level 0,05, and 2,76 or above at level 0,01). As for reliability, the composite reliability of the latent variables is expected to be over 70% and the variance extracted estimate values are expected to be over 50% (Hui, 2003). CFA was conducted through the LISREL program in this study. As the harmonization indices showed that the structural validity of the model was in normal harmony, no modifications were deemed to be necessary. Thus, the conceptual linkage model for the measured variables was considered to be valid. The results of the CFA of the model are presented in Table 1.

CFA was conducted through the LISREL program in this study, and the harmonization indices showed that the structural validity of the model was in normal harmony (X²=217,226; df=131; p=0,000; RMR=0,011; GFI=0,835; NFI=0,841; RFI=0,867; IFI=0,824; CFI=0,912; IFI=0,825; RFI=0,931; RMSEA=0,026). The Confirmatory Factor Analysed model was found to be in average harmony with the data.

Table 1. CFA Results for the Model

| Latent variables	Observed variables	St. Est. Val. (MLE)	St. Error	t Value	Variance Ext. Est.	Composite Reliability
Job Satisfaction	Satisfaction	0,831	0,124	3,133		
Hopelessness	Future Expectations	0,855	0,143	4,327	0,675	0,823
	Loss of Motivation	0,781	0,176	3,341		
	Hopefulness	0,817	0,132	3,235		

Table 1 shows the standard estimate values, standard errors, the t values, and reliability levels for the variables in the model. The standard estimate values of the variables vary between 0,81 and 0,855. Therefore, all standard estimate values (factor loads) are over the critical value of 0,70. These values demonstrate that the scale has structural validity.

In order to test the reliability of the model, variance extracted estimate and composite reliability was used. The variance extracted estimate shows the total variance value of each factor in the relevant observed variable. The variance extracted estimate values were calculated according to the standard estimate values and found to be over the acceptable level of 0,50 (Gursoy and Gavcar, 2003: 906-926). Another reliability criterion, composite reliability, is about the internal reliability of a variable loaded upon a given factor, and calculated in a similar way to Cronbach's alpha factor (Rodriguez and Hemsworth, 2005: 215-230). The composite reliability was found to be over the lower limit of 0,70. The t value of these estimates was found to be significant at p=0,05 (the lowest being 3,084 and the total being 0,0000). For this reason, the model values can be said to be within the acceptable limits, and the model can be considered both reliable and valid. As the harmonization indices resulting from the CFA showed that the structural validity of the model was in normal harmony, no modifications were deemed to be necessary for the model.

4.5. Research Model

The study mainly aims to reveal any significant differences between public and private hospital employees' job satisfaction and future expectations. For this purpose, the following model was designed. It shows that a negative perception of job satisfaction has a negative effect on future expectations while a positive perception has positive effects on these expectations.

Model. Perceived Job Satisfaction and Its Link to Future Expectations
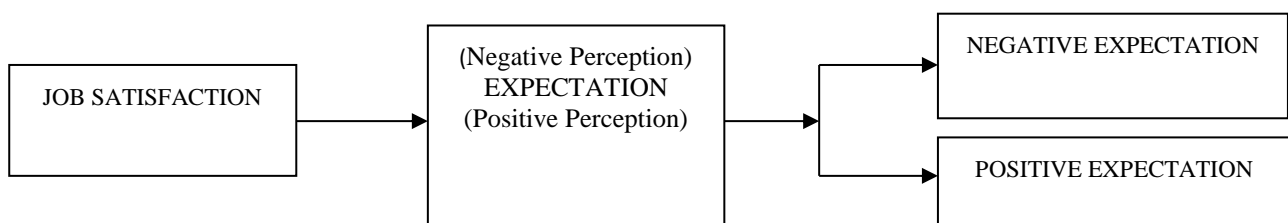
In line with the research goal and model, the following hypotheses were put forward:

H1: Job satisfaction and hopefulness are significantly different in health workers employed in public and private hospitals.

H2: There is a significant link between employees' job satisfaction and hopelessness.

4.6. Data Analysis

The data was analysed using the SPSS 22 statistical package program. In order to detect the links suggested by the model, analytic methods and techniques such as frequency distribution, standard deviation, t test for unrelated samples, variance analysis, and correlation analysis were used. In significance tests, the significance level (reliability interval) was taken to be 0,05. The margin of error (sampling error) of the study is d=3% and the sample size is n=232.

4.7. Research Findings

Table 2. Respondents' Demographics

Independent Variables	f	%	Independent Variables	f	%
Age			**Duration of Employment**		
21-30	59	25,4	0-1	23	9,9
31-40	82	35,3	1-5	39	16,8
41-50	57	24,5	6-10	52	22,6
51+	34	14,6	11-15	61	26,2
Hospital			15+	57	24,5
Public	143	61,6	**Marital Status**		
Private	89	38,4	Married	125	53,8
Gender			Single	107	46,2
Female	135	52,5			
Male	97	47,5			
Total	**232**	**100**		**232**	**100**

As can be seen from Table 2, the majority of the participants (35,3%) were between 31 and 40 years of age. 52,5% were female, 47,5% were male, and the majority (53,8%) were married. 61,6% were employed in public hospitals and 38,4% were employed in private hospitals.

Assessment of Job Satisfaction and Future Expectations Scale Scores. The average scores and standard deviations obtained from the subscales of the job satisfaction and hopelessness scale are presented in Table 3. The average scores of the sample reveal that public hospital workers' job satisfaction ($\bar{X}=2,73$; S=,241) was lower than that of private hospital workers ($\bar{X}=3,43$; S=,154). On the other hand, public hospital workers' future expectations ($\bar{X}=2,89$; S=,243) were relatively higher than those of private hospital workers ($\bar{X}=2,36$; S=,261). As for loss of motivation, public hospital workers' scores ($\bar{X}=3,35$; S=,731) were higher than private hospital workers' ($\bar{X}=2,35$; S=,211). 'Hopefulness', however, was relatively higher among public hospital workers ($\bar{X}=2,78$; S=,231) than among private hospital workers ($\bar{X}=2,34$; S=,432).

Table 3. Subscale Scores from Job Satisfaction and Hopelessness Scale

Unit	Public Hospital		Private Hospital	
Subscales	$\bar{X}$	S	$\bar{X}$	S
Job Satisfaction	2,73	0,241	3,43	0,154
Future Expectations	2,89	0,243	2,36	0,261
Loss of Motivation	3,35	0,731	2,35	0,211
Hopefulness	2,78	0,231	2,34	0,432

Link between Job Satisfaction and Future Expectations Scale Scores and Demographic Variables. 'Single Factor Variance Analysis' was carried out in order to detect any significant differentiation in health workers' future expectations depending on their age, and a significant difference was indeed detected with p<0,05. In order to find the age group causing the significant difference, the 'Scheffe Multiple Comparison Test' was administered, and the difference turned out to be between the age groups 21-30 and 41-50. Those aged 21-30 had higher perceptions of future expectations ($\bar{X}=2,47$; S=,267) than those aged 31-40 ($\bar{X}=2,31$; S=,359). The relatively younger ones having higher future expectations could be attributed to common sense and considered natural, as they have longer to live with more opportunities in store.

Table 4. Link between Age and Future Expectations

Source of Variance	s. d.	Squares Total	Squares Average	F	P
General	232	102,285			
Inter-groups	3	1,12	,342	6,423	0,000
Intra-groups	229	9,374	,244		

't-Test for Independent Samples' was carried out in order to detect any significant differentiation in health workers' job satisfaction and future expectations depending on their gender, and no significant difference was detected in either scale with p<0,05.

't-Test for Independent Samples' was carried out in order to detect any significant difference between the health workers' marital status and average scale scores. A significant difference was indeed detected depending on marital status.

Table 5. Scale Scores and the Marital Status

Marital Status	N	X̄	S	s.d	t	p
Married	125	2,81	0,234	,247	2,36	0,02
Single	107	2,46	0,213			

The test results show that single workers' future expectations were lower (X̄=2,46; S=0,213) than the married workers (X̄=2,81; S=0,234). This could be attributed to the extra burden that comes along with home management.

'Single Direction Variance Analysis' was conducted to test whether the health workers' average scores differed in terms of 'duration of employment' in the job satisfaction and future expectations scale. The analysis revealed a significant difference at significance level $p<0,05$. In order to find the duration of employment causing the significant difference, the 'Scheffe Multiple Comparison Test' was administered, and the difference turned out to be between those of 1-5 years and 6-10 years employment. Those of 1-5 years employment (X̄=2,53; S=,345) had higher scores of future expectations than those of 6-10 years employment (X̄=2,23; S=,459). Higher perceptions of future expectations in those with less employment history could be attributed to the dreams, hopes, and desires of youth. The relatively younger ones having higher future expectations could be attributed to the fact that they have longer to live with more opportunities in store.

Table 6. Duration of Employment and Future Expectations of the Sample

Dimension	Source of Variance	s.d.	Squares Total	Squares Average	F	P
Loss of Motivation	General	232	14,287		3,122	0,001
	Inter-groups	3	1,052	,438		
	Intra-groups	229	12,276	,670		

The correlation analyses conducted to detect any significant relation, and its direction, between the health workers' job satisfaction and future expectations, did indeed reveal a significant link ($p<0,000$). There is a negative, linear, and mid-level relation between job satisfaction and future expectations (r= -0,427), again a negative, linear, and mid-level relation between job satisfaction and loss of motivation (r= -0,342), and yet again a negative, linear, and mid-level relation between job satisfaction and hopefulness (r= -0,521). All this indicates that the higher the job satisfaction levels are, the lower the levels of hopelessness. This is also proof for hypothesis H2 (There is a significant link between employees' job satisfaction and hopelessness).

Table 7. Correlation Matrix for Job Satisfaction and Hopelessness

		Job Satisfaction	Future Expectations	Loss of Motivation	Hopefulness
Job Satisfaction	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	232			
Future Expectations	Pearson Correlation	-0,427*	1		
	Sig. (2-tailed)	0,000			
	N	232	232		
Loss of Motivation	Pearson Correlation	-0,342*	0,334*	1	
	Sig. (2-tailed)	0,000	0,000		
	N	232	232	232	
Hopefulness	Pearson Correlation	-0,521	0,229*	-0,538	1
	Sig. (2-tailed)	0,000	0,000	0,000	
	N	232	232	232	232

* Correlation is significant at the 0.05 level (2-tailed).

5. CONCLUSION AND SUGGESTIONS

Reflecting the results of the descriptive statistical analysis of the respondents' life satisfaction scale, shows that the job satisfaction scale has an average value of (X̄=2,73) at public hospitals and of (X̄=3,43) at private hospitals. The face-to-face interviews conducted with the private hospital employees lead to think that this satisfaction could be attributed to the working conditions being relatively more satisfactory there. This finding could also be attributed to private hospital employees enjoying more discretion and participation in management, i.e. stronger internal motivational factors. Internal motivation theories assume that workers are

motivated by the work itself. There is no external motivation regulating individual behaviour, and individual control over one's work is a factor that raises job satisfaction.

Internal motivation factors are directly related to the work itself and the work environment. An authoritarian management concept and autonomy raise employees' job satisfaction. In work environments providing internal motivation, opportunities for participation, discretion, taking responsibility, variety, creativity, and using one's talents are abundant, which consequently raises job satisfaction (Mottaz, 1985: 366). Another type of motivation leading to job satisfaction is external motivation factors. Mottaz (1985: 366) defines the means of external motivation as the facilities that an organization provides to raise its employees' job satisfaction and performance, and these facilities include the adequacy of resources in the work environment, pay equity, opportunities for promotion, and other extra bonuses. These are also called means of 'instrumental motivation' and are conducive to the job satisfaction, organizational commitment, and organizational citizenship behaviour of workers in all sectors.

Employees resorting to means of instrumental motivation leads to the assumption that they are in fact 'rational people maximizing their personal interests' (Schamir, 1990: 319). Adams's equity theory and Vroom's expectancy theory also assume that individuals are rational beings following their interests and led by their needs. According to the theory of equity, people compare their qualities and work performance with the input/output rates of others, make a rational assessment, and have their motivation and, consequently, their job satisfaction raised if this assessment turns out in their favour (Leonard et al, 1999: 972). Our study concludes that health workers employed in public hospitals have relatively lower levels of job satisfaction than those employed in private hospitals, which could be attributed to private hospitals offering more satisfactory conditions in terms of the means of both internal and external motivation – a finding also in line with those in the literature.

In line with the theory of equity, health workers tend to maximize positive output and minimize negative output, which means that job satisfaction and organizational commitment are dependent on the levels of these positive and negative outputs. For this reason, if health workers' behaviour is supported by instrumental motivation means such as remuneration and promotion, this makes a positive contribution to their job satisfaction. Furthermore, Herzberg's two-factor theory, which studies internal and external motivation means on employees' motivation and perceptions, claims that internal motivation means motivate the employees while external motivation means reduce job dissatisfaction. According to this theory, internal motivation factors such as desire for success, work variety, independence, responsibility, authority, and discretion provide high levels of internal motivation and therefore job satisfaction, whereas external factors such as work conditions, remuneration, organizational reputation, job security, opportunities for promotion, and symbols of social status do not directly motivate people, rather they provide the conditions for their motivation (Brislin et al, 2005: 89), (Mahaney, Lederer, 2006: 42). These are in line with the findings in favour of private hospitals. While studies showing that job satisfaction depends on different factors in different cultures may be encountered (Brislin et al, 2005), (De Voe et al, 2004) motivational means in general can be claimed to be influential on people's job satisfaction in all cultures.

This is also corroborated by Cabar (2010) on the health personnel at Denizli Public Hospital, whose job satisfaction and performance were positively affected by motivational means. That study found remuneration (external motivation) to be the first motivating factor for nurses, followed by internal motivational factors such as responsibility, creativity, security, development and progress, and organizational commitment. Banyarda et al. (2011) conclude that in organizational climates with much conflict and no job satisfaction, women workers' performance and job satisfaction were negatively affected.

In conclusion, our study, along with others on the same topic, shows that job satisfaction can manifest itself at different levels depending on different organizational and managerial structures and factors. These judgmental findings demonstrate that job satisfaction is a manageable concept, and that work organization, improvement of human relations and organizational behaviour norms, reducing organizational conflict and stress, and improvement of organizational communication – in short, conditions of organizational health and climate – are important for job satisfaction.

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