



Job Satisfaction in respect of Employees' Age and Rank - A Study of Certain Public Hospital in Taiwan

Chih-Ming Chang¹, Chun-Yu LIN², Ming-Jen HUANG², Chia-Chi Yen³

¹Clinical Psychologist, Kaohsiung Municipal Min-Sheng Hospital

²Associate Dean , Kaohsiung Municipal Min-Sheng Hospital

³Dean, Kaohsiung Municipal Min-Sheng Hospital

Background

- It is expected to find out whether there is any variation between employees of different ages ("45 & under" or "46 & above") and ranks (supervisor or non-supervisor) in respect of satisfaction with "work and environment", "organizational atmosphere", "leadership control" and "appraisal and reward", which will be taken as the reference for staff health promotion policies of the hospital.

Methods

- Total 629 physicians, nurses, other medical staff and administrative staff of the hospital were investigated anonymously by using of the questionnaires with good reliability and validity. Two-way ANOVA was adopted to analyze whether there are significant differences between employees of different ages ("45-" or "46+") and at different ranks (supervisor or non-supervisor) in respect of satisfaction with "work and environment", "organizational atmosphere", "leadership control" and "appraisal and reward".

Results

- 204 valid questionnaires were collected and the analysis showed the average satisfactions in the four dimensions of employees at age 45- were all lower than those employees at age 46+. Especially the item of "appraisal and reward" suggested a significant variation ($p=.056$). And a further main effect analysis indicated that the satisfaction scores of non-supervisors at age 46+ in respect of "organizational atmosphere" and "appraisal and reward" were significantly lower than those of supervisors at age 46+ ($p=.016$ & $p=.031$).

Conclusions

- The result shows overall job satisfaction of employees at the lower age is less than those employees at the higher age and a significant difference appeared in terms of "appraisal and reward". A further analysis disclosed whether the employees are supervisors is the main factor of the gap, indicating the distribution of salaries and benefits is unreasonable for different ages and ranks, which even has affected the organizational atmosphere. This is a very important discovery.