Research Article

Evaluating the correlation between compensation and reward system with organizational citizenship behavior of nurses working in educational hospitals of University of Medical Sciences of Hamedan

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ABSTRACT:
Compensation and reward system for nurses because of the sensitivity is one of the main factors and strengthen extra-role behavior organizational citizenship behavior (OCB) in nurses and other members of the healthcare system. Therefore, evaluating the correlation between compensation and reward system with the variables such as organizational citizenship behavior can be important for managers to provide better clinical services to patients in hospitals. The main objective of this study was to investigate the relationship between compensation and reward system with organizational citizenship behavior of nurses working in Hamedan educational hospitals of University of Medical Sciences in 2014. This is descriptive and correlational research. Data collection tool for this study was a Podsakoff et al and Shifert et al questionnaire. Examined Nurses in this study have an average satisfaction thought their compensation and reward system, this means that, compensation and reward system is partly based on justice and logic. As well as nurses organizational citizenship behavior was in strongest level and there is no any relationship between organizational citizenship behavior with gender and qualification. There is relationship between compensation and reward systems with organizational citizenship behavior dimensions, except work ethic. Because of the relationship between compensation and reward systems and managers and planners reward can strengthen their organizational citizenship behavior with fairness and reasonable compensation and rewards systems.

1. INTRODUCTION:

Human resource management is a branch of organization science that with creating relationships between employees, can establish relationship among all policies, decisions and actions in organizations and today all organizations with a strategic approach to human resources considered them as an asset and a valuable asset. One of the most important things that can be performed by the management of human resources in the organization is compensation and reward system. Employee compensation and reward system requires management attention to the protectionist policies of human resources. The reason for most people who work is that, their dependent to benefits of salary and wages and compensation and rewards has major role in the organization. Things that can be improved compensation and rewards system, is organizational citizenship behavior. OCB refers to the behave in which employees do their tasks

beyond its requirements; It is clear that the incidence of such behavior in an organization can promote the organization customer satisfaction. Meanwhile, compensation and reward systems can act as major determinants of organizational citizenship behavior and help to achieve the goals of human resource planning. Organizational citizenship behavior can be affected through compensation and rewards system. Therefore, the compensation and rewards system in organizations is important in terms of impact on organizational citizenship behavior so, understanding the enterprise managers is necessary for the appropriate use and design managers reward programs and effective compensation. In HRM, the term compensation and rewards considered synonym with salary office but this term has wider conception which may include, insurance, pension and retirement as well as appropriate organizational culture [1] managerial compensation that create in organization may include of financial and non-financial compensation [2] in the common sense, managerial compensation consists of salaries, extra payment, stock options and other benefits to the organization in exchange for performance and quality that pay their employees [3]. Compensation system satisfaction is the key element for job satisfaction. It provides appropriate services to clients and can have an important effect on employee behaviors such as absence, displacement, performance and organizational misbehaviors and managerial compensation is considered as controversial and integral factor in organizational life c [4]. Lavler (2005) showed that in organizations, compensation and rewards systems is considered to improve employee performance so that, they can attract and retain staff in achieving corporate objectives [5]. Alenzi and et al reported that nurses have a negative attitude toward professional opportunities and compensation and reward systems that it is not reasonable and fairness, the reasons for this type of attitude is the lack of opportunities for professional development, lack of professional recognition and non-recognition by colleagues and managers, [6].

Li and et al (2011) showed that imbalance between effort-reward caused turnover among nurses and depriving them of rewards and managerial compensation and has very strong impact on their turnover and can effectiveness on Social and civil behavior of nurses and their organizational commitment [7].

Based on B.Menz and et al (2007) studies, employed people in the Healthcare sector in less developed and developing countries have many problems related to their occupation and the most important factors in compensation and reward system inefficiency is in developed countries such as Sweden, healthcare sector employees has an efficient system of reward and compensation [8]. In another study that was conducted by Ruy and et al (2005) the lack of enough motivation and incompetent nurses and doctors is considered as crucial issues, because is associated with public health. This motivation solely is not dependent on working conditions but also material motivation and rewards such as income and benefits and enable progress in their career that have particular importance [9]. Based on B.Menz and et al (2007) studies, employed people in the Healthcare sector in less developed and developing countries have many problems related to their occupation and the most important factors in compensation and reward system inefficiency is in developed countries such as Sweden, healthcare sector employees has an efficient system of reward and compensation [8].

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Nurses at the hospital are in contact with patients, hospitals and health care providers are very important in terms of quality of service, the most important factors that can be used behaviors, attitudes and interactions of nurses in order to provide better quality of service is Organizational

citizenship behavior (OCB) and the importance of organizational citizenship behavior, improves positive relationships between staff and involve them in the activities of an organization and OCB facilitates to achieve organizational goals and the performance of the organization [10].

The compensation and rewards system concept today has been replaced by payroll management and payment system and is referred to all Cash, non-cash Salary and benefits job characteristics model [11]. Compensation and reward system words for the first time as one of the fourteen principles of management principles was introduced by Henri Fayuol [12]. The concept of compensation and rewards system in the past two decades has been replaced with salary and rewards management and payment system, and is referred to all Cash, non-cash Salary and benefits job characteristics model and working conditions, compensation and reward not only include external receipts, such as salary and benefits, but also includes all receipts that are in the nature of the job, such as the identification and introduction, promotion, advancement opportunities, job to get rich and working conditions [13].

3. MATERIALS AND METHODS:

This is cross-sectional correlational study and to investigate the relationship between compensation and reward system with organizational citizenship behavior of nurses working in Hamedan educational hospitals of University of Medical Sciences in 2014. The study population consisted of defined set of items that have certain characteristics, which can include people, animals, objects and events [14]. The case study is comprised of all nurses in different parts of teaching hospitals of Hamedan University of Medical Sciences. Research Environment is divided into three types of natural, relatively controlled and fully controlled [15]. The study environment was health care educational center of Besaat, Ekbatan, Fatemieh, Shahid Beheshti and m farshchian and hamedan medical sciences university. The research sample is part of a community that can represent the whole community, and as far as possible to meet all the characteristics of a community study [16].

In this study, 315 nurses from hospitals of Hamadan University of Medical Sciences constitute as the sample. Sampling involves selecting a group of people, events, behaviors or others to perform the study [15]. In this study was used of stratified random sampling method and based on the calculated sample size and given the number of nurses in each healthcare centers (Besaat, Ekbatan, farshchian, Beheshti, Fatemiyeh) the number of samples proportionally allocated to the total number of nurses at that training and treatment center. In order to collect the required information on the study can be used one or a combination of information and resources, observation, interviews and questionnaires. Cronbach's alpha coefficient of the questionnaire in internal studies is reported 0/92 [17]. Cronbach's alpha coefficient in foreign studies for this questionnaire also is reported 0/91 [18].

After collecting questionnaire, data was analyzed using the software spss 16. Descriptive statistics in this study was used of descriptive statistics such as mean, standard deviation and frequency distribution tables and relative frequency. Inferential statistics in this study was paid to the following inferential statistics to test hypotheses and to answer the research question. To compare nominal data was used of T test for two independent groups and to evaluate and compare the variables was used of the Kolmogorov-Smirnov test and for quantitative variables were used of correlation coefficient.

4. RESULTS

Findings of the study in this chapter are organized into 32 tables. To analyze the data, is used of descriptive statistics method (mean, standard deviation, frequency) and inferential statistics (T test for two independent groups and Spearman correlation coefficient). Using descriptive statistics to determine frequency tables and drawn their diagrams and in the second part using inferential statistics we teste the hypotheses. The highest number of nurses (9/47 percent) was in the

age group between 23-30 years and the lowest numbers of nurses (0/3 percent) were older than 50 years. The majority of nurses (81/3 percent) were female and the rest (18.7 percent) were male. The majority of nurses (2/89 percent) have bachelors' education and the rest (10.8 percent) have postgraduate studies. The majority of nurses (48/6 percent) were married and the lowest (0/3 percent) were widowed. The majority of nurses (36/9 percent) were Persian nurses and the lowest numbers of them (3.8%) were Arab. The highest number of nurses (32/4 percent) were hired and the lowest number of them (16/5 percent) had contractual employment status.

Most of the nurses (39/3 percent) had less than 5 years of nursing experience and the lowest number of nurses (6/1 percent) had an experience of more than 21 years. Most of the nurses (50/5 percent) earning between 15 to 20 million Rials, and the lowest number of them (1/9%) earning less than 8 million Rials. Most of the nurses (58/5 percent) were nurses without managerial position and the lowest number of them (4/1%) were qualified to had supervisory management positions. Most of the nurses (52%) are reported their workload is being too high and the lowest number of them (6.0 percent) is reported that their workload being little or too little. Most of the nurses (39/7 %) reported that were satisfied with their work environment and the lowest average (4.4%) of them had very highest satisfaction. Half of the nurses (42/2 %) were suffered a physical injury and some of them (35/6%) were suffering from mental disorder. And (86/7 %) of them passed emotional intelligence and life skills training course. (39/7 %) of nurses had lower levels of managerial compensation system satisfaction and the lowest number of them (3.0 %) had very highest satisfaction. (40/3 %) of nurses had the lowest average satisfaction toward satisfactory reward system and (1%) of them had a lot of satisfaction. (45/1 %) of nurses had moderate satisfaction with their jobs and the lowest number of them (4/1 %) had a lot of satisfaction. Most of nurses (1.45 percent) are in the medium conflict toward assigned roles and the lowest average (3/2 %), are very low in contrast. The highest (35/2 %) of the nurses had average ambiguity in their role and the lowest number of them (7 %) had very little ambiguity. Most of nurses (44/1 %) had satisfaction from their management and leadership of their job and the lowest average (5/3 %) had a lot of satisfaction.

Table 1. Average and rating scores of compensation and reward system dimension from the perspective of nurses

compensation and reward system dimension	numbers	scores	Average(max=5)	standard deviation	perspective
compensation	315	97.36	2.95	0.65	Moderate
reward	315	98.77	2.99	0.49	Moderate

Most of an average (2/99%) was related to the reward and lowest average (2/95%) was related to compensation

Table 2. average, scores and standard deviation of organizational citizenship behavior components criteria from the perspective of nurses

organizational citizenship behavior components criteria	numbers	scores	Average	standard deviation	Commentary
Altruism	315	86	3.56	0.568	strong
Work ethic	315	75	3.11	0.530	strong
Chivalry	315	85	3.53	0.643	strong
Civic virtue	315	83	3.45	0.542	strong
Courtesy	315	91	3.76	0.76	strong
organizational citizenship behavior	315	84	3.48	0.432	strong

Managerial Compensation and rewards have correlation with the kind of nurse's friendliness dimension. Considering the fact that managerial compensation variable and rewards had normal distribution and altruism is not normally distributed. To test this hypothesis was used of Spearman correlation coefficient.

Table 3. Results of the Spearman correlation coefficient between managerial compensation variable and rewards with the kind of OCB dimension

compensation variable and rewards with the kind of OCB	Correlation	coefficient	Results
	0.063	0.268	reject

The hypothesis of managerial compensation and reward has associated with politeness and propriety of nurse's organizational citizenship behavior.

Table 4. Results of the Spearman correlation coefficient between managerial compensation and rewards systems with politeness and propriety

compensation and rewards associated with chivalry nurses	Correlation	coefficient	Results
	0.002	0.977	reject

Managerial compensation and rewards associated with chivalry nurses, as seen in the above table

Table 5. Results of the Spearman correlation coefficient between managerial compensation systems variable and chivalry of nurses

Managerial compensation and rewards have relationship with work ethics	Correlation	coefficient	Results
	0.005	0.160	accept

Managerial compensation and rewards have relationship with work ethics on the organizational citizenship behavior of nurses.

Table 6. Results of the Spearman correlation coefficient between managerial compensation and reward systems with dimension of work ethic

Managerial compensation and reward systems - dimension of civic virtue	Correlation	coefficient	Results
	0.001	0.266	accept

Managerial compensation and reward systems has associated with dimension of civic virtue of nurses' organizational citizenship behavior

Table 7. Results of the Spearman correlation coefficient between managerial compensation and reward systems with dimension of civic virtue

compensation and rewards associated with chivalry nurses	Correlation	coefficient	Results
	0.008	0.150	accept

Managerial compensation is correlated with nurses' organizational citizenship behavior.

Table 8. Results of the Spearman correlation coefficient between managerial compensation and rewards variable by organizational citizenship behavior

managerial compensation and rewards- organizational citizenship behavior	Correlation	coefficient	Results
	0.011	0.144	accept

5. CONCLUSION:

Nurse's attitude to managerial compensation and reward systems in this study according to the obtained results indicate that, Nurses at Hamedan University of Medical Sciences considered that this system to somewhat is consistent with the logic of justice. According to the obtained results in this study there is no any significant relationship between the compensation and rewards system and politeness and propriety and did not find any study consistent or inconsistent with our study. Managerial compensation and reward increases work ethic levels of nurse and vice versa, and did not find any study align with this study.

To promote nurses attitudes toward managerial compensation and rewards systems will also increase nurses' level of civic virtue and vice

versa, and did not find any study align with this study. There is no relationship between organizational citizenship behavior with variables such as age, educational level and marital status. The results obtained in this study are in contradiction with Azim Zadeh et al (2010) research result [19]. The result of this study suggests that nurses' attitudes toward compensation and reward system are neither positive nor negative, which means it's somewhat consistent with justice and logic. This means that, organization has no appropriate function to identify the needs of nurses and can conclude that there is significant relationship between the identifying an employee's needs and the establishment of suitable managerial compensation system. Therefore, it is recommended to managers to modify managerial compensation system.

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