Investigating the status of the service compensation system in educational and medical centers

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Article Information	Abstract
	Introduction: In a system of compensation for desirable services, a person not only receives his salary based on work experience or the amount of effort, but also part of his income is paid based on his performance and the organization, so the purpose of this study The status of the compensation system in educational and medical centers in Arak has been investigated. Materials and Methods: This research is an applied research in terms of purpose and in the category of descriptive contract research, the research community includes the staff of educational and medical centers. A 15-item questionnaire was used to assess the current situation. In this research, t-test (average test of a community) has been used to investigate the status of the service compensation system in educational and medical centers of Arak. And SPSS software has been used to analyze the hypotheses. Conclusion: According to the data analysis, the results indicate that the status of wages, the status of job design, the status of job analysis, the status of job evaluation and the status of job classification in the service compensation system are appropriate.

1. Introduction

An organization's manpower is a key resource for achieving sustainable competitive advantage and one of the key factors in the success of organizations. On the other hand, health reforms and economic pressures have created challenges for the integration of hospitals and health systems(Fleishon, Itri, Boland, & Duszak, 2017). Therefore, effective human resource management has become one of the most important issues for organizations to achieve organizational goals. The organization's human resources are no longer seen as a source of cost but as valuable assets for competitive advantage. That is why human resource planning has become a high priority in organizations. Michael Porter believes that the skills and motivation of a company's people and how they are employed can be an important factor in that company's competitive advantage. In recent decades, following the recognition of the importance of human resources, the adoption of appropriate service compensation is one of the main concerns of senior managers of organizations(Hashemi, Farahani, & Saeidi, 2014).

In a good service compensation system, a person not only receives his / her salary based on his / her work experience or the amount of effort, but also a part of his / her salary is paid based on his / her

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performance and that of the organization. According to such a program, the amount received will change in parallel with the change in people's performance. That is, over time, those with poor performance will receive lower wages and salaries, and those with higher performance will see their wages increase compared to the company's revenue growth. Implementing such programs reduces dysfunctional behaviors and ultimately improves performance based on skills. Johnson, Friend, and Agrawal believe that reward systems are considered as one of the best incentives to motivate sellers(Johnson, Friend, & Agrawal, 2016). The purpose of organizations to motivate such compensation is with organizational strategies to integrate high-level plans tailored to market conditions. To investigate the role of reward and compensation systems, 306 vendors They selected as an example and examined the effect of rewards on job satisfaction and performance improvement. The results showed that service compensation as an effective tool has led to a change in attitude and increase the motivation of sellers and ultimately improve their performance.

Cheng and Wei in a study examined the effect of the service compensation system on the control of family companies(Cheng, Lin, & Wei, 2015). Empirical evidence showed that companies controlled by the family system compared to other companies to the compensation system They need fewer services. ک However, they also concluded that these compensation systems, such as reward systems, are useful and effective in motivating families to improve their performance(Cheng et al., 2015).

Taufek et al. in a study entitled: "Employment Sustainability" tried to find the reward system and work(Taufek, Zulkifle, & Sharif, 2016). For this purpose, they tried to achieve their goal by using quantitative methods and questionnaires. Their questionnaires were distributed among 250 companies. Data were analyzed using Pearson correlation and frequency test. The findings indicated that not only was there a relationship between job performance and the reward system, but that the system was able to encourage employees to work non-paid at times(Taufek et al., 2016).

Blazovic conducted a study entitled The Impact of Team Identity and Team Performance-Based Service Compensation on Performance(Blazovich, 2013). The purpose of this study was to investigate the effect of rewards and benefits when members of a hard-working team receive both group and individual rewards or only receive rewards and benefits just like their peers. The results showed that a combination of team and individual service compensation system is associated with strong or weak team identity. Weak team identity leads to low productivity and can affect the compensation of services based on team performance(Blazovich, 2013).

As a result, it is necessary to implement a service compensation system in the organization that can provide the necessary utility to employees and motivate and increase their satisfaction. Therefore, it is necessary to identify and examine the factors and variables that can play a role in creating a system of compensation for desirable services.

Research hypotheses:

Hypothesis 1: The salary situation in the service compensation system is appropriate.

Hypothesis 2: The status of job design in the service compensation system is appropriate.

2. Methods

In the present study, the statistical population includes the staff of educational and medical centers, the number of members of this community is over 1500 people. In this study, Morgan table was used to determine the sample size, based on which the calculated sample is estimated to be 305 people. In this regard, the researcher has collected 311 questionnaires after distributing the questionnaire using proportional sampling method. This research is an applied research in terms of purpose. Because at the

end of the research, efforts are made to provide solutions in line with the subject under study and the results obtained for the statistical population under study. At this stage, after setting the indicators of each variable in the questionnaire, the questions were evaluated using a 5-point Likert scale. The composition of the questions based on each variable is as follows:

Combination of questionnaire questions

Variable Number of Questions Number of Questions

Salary 5 1 to 5

Job design 3 6 to 8

Job Analysis 3 9 to 11

Job evaluation 2 12 to 13

Job Classification 2 14 to 15

In this research, t-test (average test of a community) has been used to evaluate the status of the service compensation system in educational and medical centers.

3. Results

The results show that 56.6% of the respondents are women and 40.8% are men. Frequency distribution shows that 35.3% have less than 10 years of experience, 28% have 10 to 15 years of experience, 19.3% have 15 to 20 years of experience and 14.5% have more than They are 20 years old.

in addition, the results showed that for all the proposed variables, the standard error is the coefficient of skewness and elongation in the range (+2 and 2-). Therefore, it can be concluded that the claim of normal data distribution is accepted. Therefore, due to the normality of the collected data, the parametric test of mean of one population, mean of two populations and analysis of variance have been used for statistical analysis.

As can be seen in the table 1 above, the factor load of all designed questions (except questions 3, 4 and 9) was more than 0.5, which indicates that the designed questions were appropriate and could have worked well. Assess the proposed variables. Also, the coefficients of t for all these questions (even questions 3, 4 and 9) are not in the meaningless range (+ 1.96 and -1.96) and it is clear that all questions are meaningful and no questions from the analysis process and the analysis will not be deleted.

Hypothesis 1: The salary situation in the service compensation system is appropriate.

It turns out that the salary situation in the compensation system of Arak educational and medical centers is appropriate and this hypothesis is accepted.

Hypothesis 2: The status of job design in the service compensation system is appropriate.

It turns out that the situation of job design in the compensation system of Arak educational and medical centers is appropriate and this hypothesis is accepted.

Table 1: test results by gender

Status variable	F	Significance level F	t	Degree of freedom	Significance level	High limit	Low limit
Equal pay variance	4/463	0/035	-0.00208	301	0/140	0	0/03240
Inequality of variance			-0.00192	293/127	0/130	0	0/02900
Equality of variance job design	1/658	0/199	0/133	301	0/894	0	0/13886
Inequality of variance			0/131	255/778	0/896	0	0/14096
Analysis of variance equality jobs	0/678	0/411	1/729	301	0/085	0	0/21134
Inequality of variance			1/713	262/200	0/088	0	0/21245
Evaluation of variance equality jobs	1/430	0/233	0/336	301	0/737	0	0/19457
Inequality of variance			0/342	285/790	0/733	0	0/19198
Classification of jobs Equality of variance	0/111	0/739	0/331	301	0/741	0	0/17346
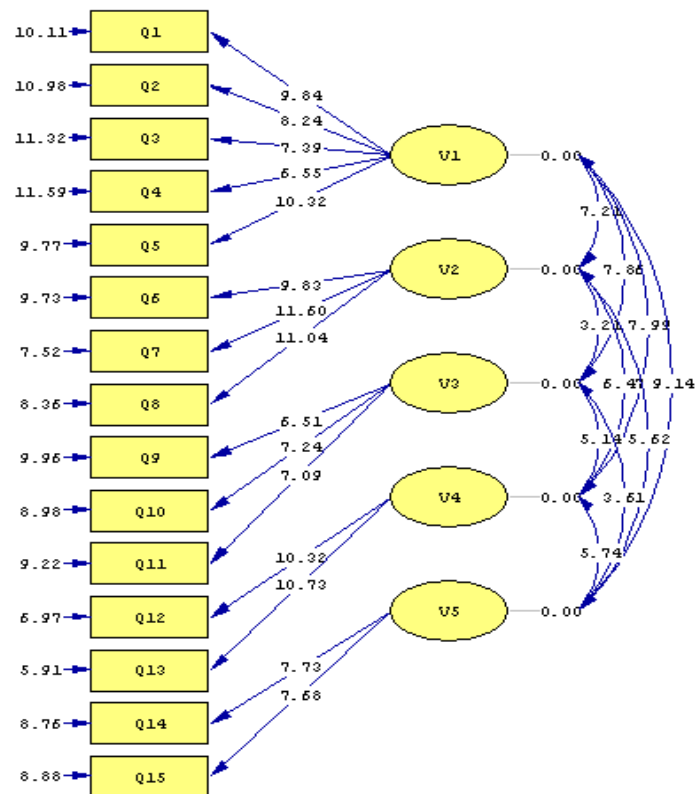
Chi-Square=182.62, df=80, P-value=0.00000, RMSEA=0.064

Figure 1: Significant numbers t of the measurement model

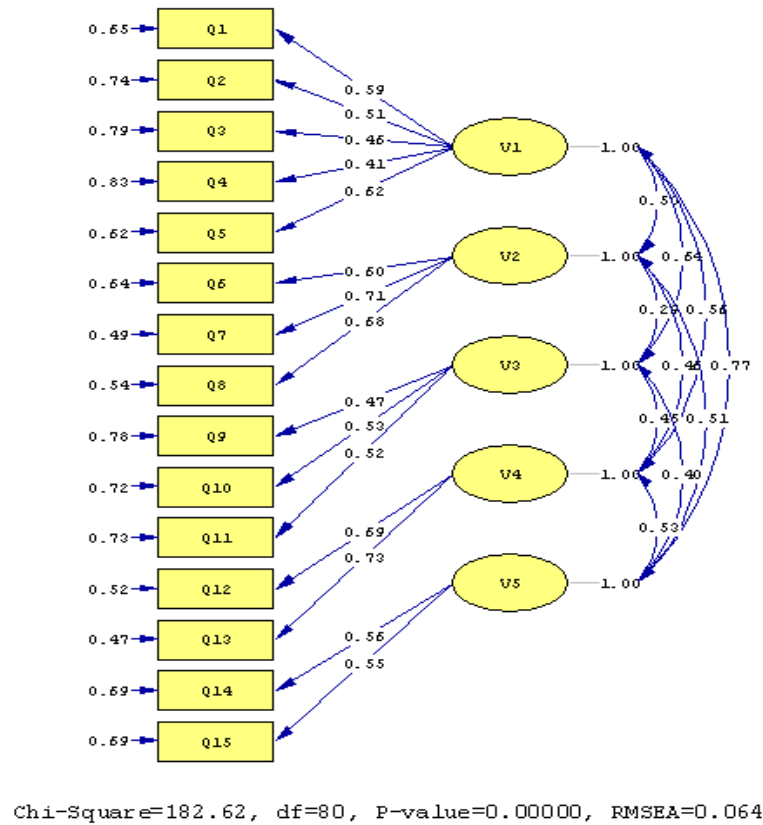Chi-Square=182.62, df=80, P-value=0.00000, RMSEA=0.064

Figure 2: Standard coefficients of the measurement model

4. Conclusion

The first hypothesis:by providing fair and equitable payments to employees according to their working hours, they can compensate the efforts and efforts of employees in a way that thus prevents their dissatisfaction and by creating Motivate them to provide customer service to increase individual and organizational performance. It is recommended to compensate the services by giving bonuses such as housing allowance, clothing and food vouchers or considering tickets for cinema, theater, swimming pool, etc. to motivate the employees and by doing so They show that they are always taken care of and by their side, and not just as an employee, but as a member of a family working together.

The second hypothesis: Job design based on organizational factors and with emphasis on high specialization, efficiency, cost and time that the school of classical management, especially scientific management focused on, although at some point in time caused the increase in production, but its effects are meaningless. Jobs became passive, disgusting, hated, and alienated from work by employees. Another different approach considers job design as a function of human needs and explicitly considers the psychological-behavioral characteristics of employees. This view, which is more prevalent in redesigning jobs, measures the psychological characteristics of the human agent in relation to the elements of technology and organizational factors and tries to design jobs as much as possible so that employees can do the job. To feel important and meaningful in nature, to do the job fully and with dignity, independence and more authority, and to feel responsible for the consequences of the work, to receive reassuring knowledge about the results of their work activities. The psychological needs and behavioral characteristics of employees, which are closely related to many personal activities, can be considered in the form of personality, attitudes, values and motivation, and can be said from a job design perspective These features act as an adaptation process. That is, they reconcile people and jobs. On the one hand, they bring talented manpower with knowledge, skills and attitudes and special personality

into job relationships, and on the other hand, jobs with certain capacities with job diversity and content, tasks, factors and responsibilities. They show the need for desirable and satisfactory performance in the form of job results and benefits such as salary, position and social relations, so managers should be well aware that achieving a high quality working life requires well-designed jobs. Effective job design transforms the shift between efficiency and behavioral factors into an interrelationship between efficiency and behavioral factors, and be aware that when a decent workforce and the core and strategic capital of organizations spend their energy and energy on simple and mundane tasks They fall short of their competence or appoint him to a job that he is not psychologically adaptable to. It is certain that his intelligence, creativity, and fertility will decrease.

Suggestions for future research

• Assessing the status of the employee compensation system on their productivity and performance.

• Assessing the status of the service compensation system by comparing it between public and private organizations or services and production.

• Investigating the effect of service compensation system on employee motivation.

• Determining the relationship between the service compensation system and the commitment and loyalty of employees.

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