

Identifying and Prioritizing the Factors Affecting Job Indifference in Employees

Abstract

The present study aimed to identify and prioritize the factors affecting job indifference among employees of 22-Bahman Masjed Soleiman Hospital. This study is applied research in terms of aim and exploratory-survey research in terms of data collection and nature. The statistical population of the study included 20 managers and experts of 22-Bahman Masjed Soleiman Hospital who are skilled in management issues and human resources. They were selected through a purposeful sampling method. First, the research literature on the factors affecting job indifference among employees of 22-Bahman Masjed Soleiman Hospital was reviewed, and finally, according to the studies conducted in this area related criteria were identified. However, since this research was related to that population, by considering the opinions of experts using the Delphi technique and considering the factors affecting job indifference among employees of 22-Bahman Masjed Soleiman Hospital, these dimensions were identified from the perspective of experts and specialists in 22-Bahman Masjed Soleiman Hospital. This identification was done through questions from experts and the mean of each factor based on the Likert scale. In the second step, a hierarchy tree and a matrix of pairwise comparisons were formed. The identified criteria were entered in the pairwise comparison matrix and evaluated from the perspective of experts. Finally, it was found that according to the experts, among the factors affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital, organizational factors with a weight of 0.338 has the highest importance. Therefore, among the 5 criteria, it has the greatest impact on the factors affecting job indifference, followed by management factors and individual factors with weights of 0.281 and 0.213, respectively.

Keywords: *Job indifference, Organizational factors, Individual factors*

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Introduction

The area of job indifference in the organization describes the behavior of an individual who does the organizational tasks as a machine without using his or her genius and creativity. Accepting such an order, which is far from any interest, may seemingly maintain organizational order, but it does not encourage the employees to try, accept responsibilities, or be initiative. The manifestation of indifference in organizational people is the use of the term "I am obedient and excuse". With such a reaction from the person who is called the helper of the organization, it is revealed that he or she has no initiative and enthusiasm, and what is seen as organizational performance, is merely executing the orders of managers. Sometimes people protest against orders in the form of strikes, which is the most obvious form of dissatisfaction, and sometimes a high rate of absenteeism indicates dissatisfaction. However, what causes people to give up and be indifferent is deep and long-lasting dissatisfaction (Jarosch, 2015, 47).

In organizations, we face a kind of work cycle. When people take a new job or are promoted in an organization, they will face a situation full of passion and motivation. They are excited about who they are going to work with or the goals they are going to achieve. They feel they have been given a chance to play a crucial role. Accordingly, their way of thinking is slowly changing and their passion and motivation are gradually giving

way to job indifference in the organization. In this case, employees are unaware of the success of that organization and they work only for salaries and keep their effort at the level to prevent them from being fired (Ghasemi et al., 2016, 16).

Employees' indifference to their job issues is a problem that affects most public organizations and some non-public organizations in Iran. Managers react differently to this issue. Some are indifferent because they do not find a solution, some consider the solution of employee training, and some (inexperienced managers) do not notice at all. They do not see a problem in their organization. Indifference is a kind of deviation from the balanced situation in the organization. In crisis management, the crisis has been defined as a deviation from a balanced status, so indifference can also be called a kind of crisis (Bushadi and Mazginejad, 2016, 33). If indifference is considered as other critical factors such as reduced liquidity, or non-sale of manufactured goods and the like, it can be viewed as a destructive factor in the organization. Indifference may be called a silent crisis, a slow fall, and continuous and silent destruction. Such an attitude to the issue of indifference, as it has a great impact on different systems in the organization, especially in the area of services, is very thought-provoking (Norton, 2017, 121).

Managers often attribute the problems of human resources to lack of creativity and innovation at work, low productivity,

lack of motivation at work, and turnover. They are in fact signs, and such problems must be identified elsewhere and rooted elsewhere. One of the causes of the inefficiency of human resources can be found in the indifference of employees to their jobs. Employee indifference is a destructive factor in the organization that leads to organizational decline. Job indifference as one of the problems of organizations in Iran has become a problem for most organizations and their managers (Pourghasem, Agha Ahmadi, 2017, 123). Job indifference is one of the problems of modern organizations that should be taken seriously by managers. In an age when organizations and work environments are facing many challenges and pressures every day and the employees of these organizations are enduring high workloads and struggling with problems, organizations should not be considered merely as a means of providing services or producing goods. A large number of people spend most of their lives in organizations, so organizations have a significant impact on the behavior of their employees (Porter et al., 2016, 98).

In one of the studies conducted in this area, Vasu et al. (2017) investigated the relationship between organizational justice and job indifference of employees of sports organizations in Georgia. It investigated the relationship between organizational justice and job indifference of employees in sports organizations in Georgia. The research method was descriptive-correlational. The statistical population of the study included all employees of the sports organization in Georgia (228 people). The statistical sample of the research was considered proportional to the size of the population. The tools used in the study were two standard questionnaires, including Niehoff and Moorman's (1993) organizational justice questionnaire and the job indifference questionnaire. The results showed that there is a significant negative relationship between organizational justice and job indifference of employees. The results of stepwise regression also showed that organizational justice explained 0.28 of changes in job indifference. Therefore, the managers of sports organizations were recommended to provide the conditions for reducing job indifference in the organization by paying special attention to the variable of organizational justice.

Porter et al. (2016) examined the factors affecting job indifference in the German electricity company. The type of research was "mixed-exploratory" in terms of method. The main tool of the study was a researcher-made questionnaire whose validity was obtained through the content validity method. Also, according to "Cronbach's alpha coefficient" of 0.92, the questionnaire showed good reliability. Based on the results of the study, the effective factors of job difference were identified based on the opinion of experts in two dimensions

and 12 factors. The results of the model test showed that lack of meritocracy, vague goals and transfer of indifference to the workplace were the most important factors in the occurrence of this organizational phenomenon from the perspective of managers. In a conclusion, the research helped to understand the important factors affecting job indifference in the organization and provided a useful conceptual model for future research.

Kouchekzaei et al. (2017) examined the effect of burnout on job indifference in employees of Sistan and Baluchestan province prisons. The mentioned study aimed to investigate the effect of burnout on job indifference among employees of Sistan and Baluchestan province prisons. It was a descriptive correlational study and the participants of the study included all employees of Sistan and Baluchestan province prisons (n=532). Among them, 225 were selected as research samples using the Morgan table and simple random sampling method. Also, to collect information, two questionnaires were used; including Singh et al. job burnout questionnaire (1994) and the Danaifard et al. (2010) job indifference questionnaire. The results showed that job burnout and its dimensions including burnout, and its dimensions such as reduction of personal achievements and emotional fatigue have a positive effect on job indifference in employees. In this regard, one of the problems that affected most public organizations, including hospitals and medical centers in Iran, is the problem of indifference among employees, which causes indifference to the motivation to work and effort in employees. Indifferent employees form an indifferent organization.

Indifferent employees have less commitment to the organization and thus have a direct and negative impact on the performance of the organization. People who suffer from this phenomenon do not pay attention to the future, because the present, the past, and the future are not different in their opinion. Job indifference is a destructive factor in the organization and a kind of silent crisis, which suppresses creativity and risk-taking. Job indifference is found at any level of any organization in the world because it is part of human nature and instinct. At the organizational level, people who are not interested in a job, gradually suffer from burnout in their work and eventually job indifference. Therefore, since working in service jobs, especially in hospitals, is more critical than other jobs and due to the lack of skilled and experienced personnel in the health area in Iran, especially in hospitals, these organizations have always faced human resource challenges. Withdrawal of these forces from medical centers, migration to neighboring countries, high productivity, etc. can be mentioned as factors of job indifference among the medical employees of hospitals. Therefore, given what was stated above, this study aims to answer the question of the factors

affecting job indifference among the employees of 22-Bahman Hospital in Masjed Soleiman and what is their priority.

Population, sample, and sampling method

The statistical population of the study consists of 20 managers and experts of 22-Bahman Masjed Soleiman Hospital who are skilled in management issues and human resources. Purposeful sampling method was used in this study with the following characteristics: 1- Limited to the area of human resources, 2- Specified in the organizational structure, and 3- Including managers and senior experts of the organization, 4- Familiar with the design of the organization.

Research tools

The questionnaire is used as one of the most common tools for data collection in survey research. It includes a set of purposeful questions that assess the opinions, perspectives, and insights of a respondent using various scales. The questionnaire consists of a group of questions that have been developed according to certain principles and are presented in a written form to a person and the respondent writes the answers. The aim of the questionnaire is to obtain specific information on a specific topic. The large size of the study group is one of the important reasons for using the questionnaire, which makes it possible to study large samples. The quality of developing a questionnaire is very important in obtaining accurate and generalizable information. To identify the factors affecting job indifference, a questionnaire entitled “Identifying and prioritizing the factors affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital”, was developed.

Table 1: Description of questions on a Likert scale

Title and answers	Very good	good	moderate	poor	Very poor
score	1	2	3	4	5

A pairwise comparison matrix questionnaire was also used to collect information in this study. The collection tool in this research was a researcher-made questionnaire. Since the AHP technique was used in this study, the questionnaire was designed in a way to be used for the AHP technique. Accordingly, an expert questionnaire was prepared. To develop it, we used pairwise comparisons of options, an expert questionnaire was prepared for each level of the hierarchy, and the following 9-point Likert scale was used for scoring.

Table 2: Saaty’s 9-point scale

value	Comparison status
1	Equally importance
2	Equally to moderate importance
3	moderately importance
4	Moderately to strongly the importance

5	Strongly importance
6	Strongly to very strongly importance
7	Very strongly importance
8	Very to extremely strongly the importance
9	Extremely importance

Results

Examining the research questions

Question 1: What are the factors affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital?

The collected data were analyzed by the Delphi test, the findings of which are presented in Table (3). Based on the observed findings, five dimensions of organizational factors, individual factors, motivational factors, structural factors, management factors, and 17 sub-criteria of paying attention to specific jobs, lack of interesting work, vague goals, inappropriate leadership styles, unwillingness, transfer of indifference to the workplace, lack of spirit of innovation and creativity, lack of recognition of individual abilities, low salaries, lack of timely payment of salaries, lack of attractiveness in rewards, lack of alignment between the goals of the organization and the goals of the person, lack of knowledge of employees about their performance, division of labor, selective approach to individual expertise, lack of knowledge of employees’ needs, and discrimination were identified as criteria and sub-criteria affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital.

Table 3: Mean indicators in Round 3 of Delphi

Dimensions	Mean rank
Paying attention to specific occupations	38.13
Lack of interesting work	36.13
Lack of meritocracy	21.11
Vague goals	94.13
Inappropriate leadership styles	29.14
Lack of understanding of the organization's vision	74.10
Unwillingness and lack of interest	63.13
Transfer of indifference to the workplace	93.13
Lack of teamwork spirit	15.10
Lack of spirit of innovation and creativity	11.13
Lack of recognition of individual abilities	15.14
Indifference to the manager	74.11
Low salaries	65.11
Lack of timely payment of salaries	68.13
Lack of attractiveness in rewards	51.13

Lack of alignment between the business process and the goals of the organization.	25.10
Lack of alignment between the goals of the organization and the goals of the individual	95.13
Excessive organization bureaucracy	15.11
Existence of a decision pyramid	65.11
Lack of employee's knowledge about their performance	15.14
Division of labor	74.13
Indifference to the issues and events of the organization	65.10
Selective approach to the expertise of individuals	36.13
Lack of knowledge of employees' needs	18.13
discrimination	84.13

Table 4: Kendall coordination coefficient statistical test

	Round 1	Round 2	Round 3
n	20	20	19
Kendall coordination coefficient	0.428	0.697	0.811
df	19	19	16
sig	0.000	0.000	0.000

Table 5: Comparison of means of indicators in Round 2 and Round 3 of the Delphi method

Indicators	T-test	sig
Paying attention to specific occupations	1.082	0.682
Lack of interesting work	0.882	0.715
Vague goals	1.475	0.874
Inappropriate leadership styles	1.449	0.221
Unwillingness and lack of interest	0.180	0.177
Transfer of indifference to the workplace	0.527	0.193
Lack of spirit of innovation and creativity	0.089	0.262
Lack of recognition of individual abilities	0.585	0.428
Low salaries	0.775	0.613
Lack of timely payment of salaries	1.698	0.524
Lack of attractiveness in rewards	0.696	0.793
Lack of alignment between the goals of the organization and the goals of the person	1.077	0.179
Lack of employees' knowledge about their performance	0.071	0.193
Division of labor	0.933	0.154
Selective approach to the expertise of individuals	1.845	0.117

Lack of knowledge of employees' needs	1.680	0.285
Existence of discrimination	1.292	0.840

To examine the difference between the means of the second and third rounds, a t-test was performed, which according to the table above, there is no significant difference between the means of the second and third rounds. The value of the Kendall coordination coefficient was approximately 0.811.

Question 2: What is the weight and priority of the factors affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital?

The results of examining the sub-criteria of organizational factors show that inappropriate leadership styles with a relative weight of 0.444 are the most important ones. Therefore, among the 4 sub-criteria, it is the most important in terms of organizational factors. After that, lack of interesting jobs and paying attention to specific jobs with relative weights of 0.295 and 0.187, respectively, were ranked second and third. The incompatibility rate is 0.09 and the compatibility is approved

Table 6: Prioritization of sub-criteria based on organizational factors

Priority	symbol	Sub-criteria	Weight
1	D4	Inappropriate leadership styles	0.444
2	D2	Lack of interesting work	0.295
3	D1	Paying attention to specific jobs	0.187
4	D3	Vague goals	0.075

The results of examining the sub-criteria of individual factors show that unwillingness and lack of interest with a relative weight of 0.422 are the most important. Therefore, among the 4 sub-criteria, it is the most important in terms of individual factors. After that, lack of the spirit of innovation and creativity and transfer of indifference to the workplace with relative weights of 0.323 and 0.182, respectively, were ranked second and third. The incompatibility rate is 0.02 and the compatibility is approved.

Table 7: Prioritization of sub-criteria based on individual factors

Priority	symbol	Sub-criteria	Weight
1	E1	unwillingness and lack of interest	0.422
2	E3	lack of the spirit of innovation and creativity	0.323
3	E2	transfer of indifference to the workplace	0.182

4	E4	Lack of recognition of individual abilities	0.073
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The results of examining the sub-criteria of motivational factors show that lack of timely payment of salaries with a relative weight of 0.450 is the most important. Therefore, among the three sub-criteria, it is the most important in terms of motivational factors. After that, low salaries and unattractive rewards with relative weights of 0.435 and 0.115, respectively, were ranked second and third. The incompatibility rate is 0.01 and the compatibility is approved.

Table 8: Prioritization of sub-criteria based on motivational factors

Priority	symbol	Sub-criteria	Weight
1	F2	Lack of timely payment of salaries	0.450
2	F1	Low salaries	0.435
3	F3	Lack of attractiveness in rewards	0.115

The results of examining the sub-criteria of structural factors show that the excessive bureaucracy of the organization with a relative weight of 0.564 is the most important. Therefore, among the three sub-criteria, it is the most important in terms of structural factors. After that, the lack of employees' knowledge about their performance and the lack of alignment between the goals of the organization and the goals of the individual with relative weights of 0.339 and 0.097, respectively, were the second and third priorities. The incompatibility rate is 0.04 and the compatibility is approved.

Table 9: Prioritization of sub-criteria based on structural factors

Priority	symbol	Sub-criteria	Weight
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Table 11: Prioritization of key criteria

Symbol	criteria	Weight	Priority
C1	Organizational factors	0.338	1
C5	Management factors	0.281	2
C2	Individual factors	0.213	3
C4	Structural factors	0.100	4
C3	Motivational factors	0.069	5

1	G2	Excessive bureaucracy in organization	0.671
2	G3	Lack of employee's knowledge about their performance	0.256
3	G1	Lack of alignment between the goals of the organization and the goals of the person	0.073

The results of examining the sub-criteria of management factors show that the selective approach to the expertise of individuals with a relative weight of 0.457 is the most important. Therefore, among the three sub-criteria, it is the most important in terms of management factors. After that, the existence of discrimination and lack of knowledge of employees' needs with relative weights of 0.410 and 0.133, respectively, were ranked second and third. The incompatibility rate is 0.01 and the compatibility is approved.

Table 10: Prioritizing the sub-criteria based on accountability dimensions

Priority	Symbol	Sub-criteria	weight
1	H1	Selective approach to the expertise of individuals	0.457
2	H3	Existence of discrimination	0.410
3	H2	Lack of knowledge of employee's needs	0.133

The results of examining the criteria based on goal show that organizational factors with a weight of 0.338 are the most important. Therefore, among the 5 criteria, it has the greatest impact on the factors affecting job indifference. After that, management factors and individual factors with weights of 0.281 and 0.213, respectively, were ranked second and third.

Discussion and Recommendations

Based on the aim of this study, which identifies and prioritizes the factors affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital, first, research was conducted on the factors affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital. Then, based on the studies conducted in this area, the relevant criteria were identified. However, since this research was related to that population, by assessing the opinions of experts using the Delphi technique and considering the factors affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital, these dimensions were identified from the perspective of experts in the 22-Bahman Hospital in Masjed Soleiman. This identification was done through questions from experts and the mean of each factor based on the Likert scale. In the second step, a hierarchy tree and a matrix of pairwise comparisons were formed. The identified criteria were entered in the pairwise comparison matrix and evaluated from the perspective of experts. Finally, it was found that according to the experts, among the factors affecting job indifference of the employees of 22-Bahman Masjed Soleiman Hospital, organizational factors with a weight of 0.338 are the most important factors. Therefore, among the 5 criteria, it has the greatest impact on the factors affecting job indifference. After that, management factors and individual factors with weights of 0.281 and 0.213, respectively, were ranked second and third.

Results obtained from research hypotheses

In this section, the results of the questions are discussed and concluded and other research hypotheses are presented. For this purpose, each of the research hypotheses is presented first. Then, based on the evidence of statistical analysis, the results and possible reasons for their approval and rejection are discussed. Based on the observed findings, five dimensions of organizational factors, individual factors, motivational factors, structural factors, management factors, and 17 sub-criteria of paying attention to specific jobs, lack of interesting work, vague goals, inappropriate leadership styles, unwillingness, transfer of indifference to the workplace, lack of spirit of innovation and creativity, lack of recognition of individual abilities, low salaries, lack of timely payment of salaries, lack of attractiveness in rewards, lack of alignment between the goals of the organization and the goals of the person, lack of knowledge of employees about their performance, division of labor, selective approach to individual expertise, lack of knowledge of employees' needs, and discrimination were identified as criteria and sub-criteria affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital.

To examine the difference between the means of the second and third rounds, a t-test was performed, which according to the table above, there is no significant difference between the means of the second and third rounds. The value of the Kendall coordination coefficient was approximately 0.811. The results of this question are in line with those of studies conducted by Vasu et al. (2017), Porter et al. (2016), and Kouchekzaei et al. (2017).

The results of examining the sub-criteria of organizational factors show that inappropriate leadership styles with a relative weight of 0.444 are the most important ones. Therefore, among the 4 sub-criteria, it is the most important in terms of organizational factors. After that, lack of interesting jobs and paying attention to specific jobs with relative weights of 0.295 and 0.187, respectively, were ranked second and third. The incompatibility rate is 0.09 and the compatibility is approved.

The results of examining the sub-criteria of individual factors show that unwillingness and lack of interest with a relative weight of 0.422 are the most important. Therefore, among the 4 sub-criteria, it is the most important in terms of individual factors. After that, lack of the spirit of innovation and creativity and transfer of indifference to the workplace with relative weights of 0.323 and 0.182, respectively, were ranked second and third. The incompatibility rate is 0.02 and the compatibility is approved.

The results of examining the sub-criteria of motivational factors show that lack of timely payment of salaries with a relative weight of 0.450 is the most important. Therefore, among the three sub-criteria, it is the most important in terms of motivational factors. After that, low salaries and unattractive rewards with relative weights of 0.435 and 0.115, respectively, were ranked second and third. The incompatibility rate is 0.01 and the compatibility is approved.

The results of examining the sub-criteria of structural factors show that the excessive bureaucracy of the organization with a relative weight of 0.564 is the most important. Therefore, among the three sub-criteria, it is the most important in terms of structural factors. After that, the lack of employees' knowledge about their performance and the lack of alignment between the goals of the organization and the goals of the individual with relative weights of 0.339 and 0.097, respectively, were the second and third priorities. The incompatibility rate is 0.04 and the compatibility is approved.

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Conclusion

Since the main aim of the study was to identify and prioritize the factors affecting job indifference among the employees of 22-Bahman Masjed Soleiman Hospital, the general results of the research questions confirm and indicate the existence of different factors on job indifference in employees. Thus, it is expected that management will provide appropriate planning for the organization's strategies by identifying the indicators and prioritization them. Every study inevitably suffers some limitations, making it necessary to interpret the results in the context of limitations. One of the limitations of the present study was the non-generalizability of the results of research results and according to the existing theoretical scope, researchers are recommended to investigate the gap between the opinions of experts and employees in future research. It is also recommended that the causes of unwillingness and lack of interest in work be investigated in future research.

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Conflict of interest

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Ethics statement

None

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