



ORIGINAL ARTICLE

Received 12 Aug. 2014

Accepted 24 Sep. 2014

A study on the contribution of job characteristics in predicting the desire to stay in job among staff personnel of Hormozgan Medical Sciences University

Zahra Jafari^{1*}, Hussein Zeinali Poor²

¹Department of Educational Management, Bandar Abbas Branch, Islamic Azad University, Bandar Abbas, Iran
² Hormozgan University, Bandar Abbas, Iran

*Corresponding Author: Jafari.Z@gmail.com

ABSTRACT: This study examines the contribution of job characteristics (job variety, job importance, job nature, job autonomy, job feedback) in predicting the desire to stay in job among staff personnel of Hormozgan Medical Sciences University. The research model that is derived from Hackman and Oldham's model specifies that how one can redesign job so that the employees know themselves and their job important. In other words, they feel being important. The model provides a framework for understanding job matching with other jobs through the interaction of job principal dimensions with critical psychological states of the individual, to increase the desire to stay in the job. This is a correlation study. The sample of study consists of 281 staff personnel of Hormozgan University of Medical Sciences that are selected through random classification method. Research instruments include job knowledge questionnaire (John Wagner) and desire to stay in the job questionnaire 1. All subjects are asked to complete the questionnaires. To analyze the data, descriptive statistics methods (e.g. mean, variance, standard deviation, and frequency) are applied and inferential statistical methods are used to test hypotheses (e.g. Pearson correlation and regression). According to the present study findings, job characteristics can explain 8.3 percent of the variance of the desire to stay in the job. Among components of job characteristics, the variable of job variety can explain 2.4 percent of the variance of the desire to stay in the job, the job nature variable can explain 3.6 percent of the variance of the desire to stay in the job, job autonomy variable can explain 2.8 percent of the variance of the desire to stay in the job, and job feedback variable can explain 7.1 percent of the variance of the desire to stay in the job. The variables of job variety and nature do not have significant contribution to the prediction of the desire of sample subjects to stay in the job.

Keywords: Job characteristics, Desire to stay in job.

INTRODUCTION

Today, more than ever, it is known that growth and development of organizations and after that society and country depend on the proper use of human forces. The success of any organization is in the appropriate use of instruments, equipment, money, raw materials and human resources of the organization^{1,2}. It is possible in the situation that these organizations can apply the skills, abilities and the individual and collective characteristics of their staff in line with the goals of

the organization ². To promote the employees to the desired level of efficiency and effectiveness, any organization endures many costs and with the loss of valuable forces it will endure the loss of skills, experiences and capitals that have been attained during the years of efforts ³.

Job turnover in different forms of interchange, absenteeism, transfer, removal, etc. can be seen in all organizations and has a negative impact. Interchange not only leads to the loss of earnings of employees but also organizations face reduced productivity ⁴.

Today, the turnover of key personnel in the excellent organizations has become a major concern of human resources management. That is why, the organizations that are able to understand the reasons and the factors influencing employees turnover intentions, can employ effective policies and procedures for the maintenance and retention of efficient human resources, before employees leave the organization⁵.

The desire to stay on the job is a motivational and potential inherent state in a person to stay in a job that he/she is engaged in. This tendency may in certain circumstances and under the influence of various factors lead to a desire to leave the job ⁶.

Many researchers have stated that one way to boost performance and job satisfaction leading to staying of employees is job enrichment. Job enrichment seeks to improve employee's performance and satisfaction through extending the scope of activity of the person and providing more opportunities for personal success and growth in business of employee ⁷.

Job characteristics theory was introduced in the mid-1960s by publishing Turner and Lawrence's research. They presented a special investigative technique to measure the effectiveness of job on satisfaction and absences of employees ⁸. Job characteristics are the features of a job that provide the conditions for motivation, job satisfaction and high job performance ^{9,10}.

The most complete pattern for job design analysis is Hackman and Oldham job characteristics model. The model discusses five key attributes of job, its predicted effect on productivity, motivation, satisfaction of employees, and the relationship between them ¹¹. The theoretical basis of enrichment in the most parts is based on Hackman and Oldham's job characteristics model ⁴.

This model suggests that job characteristics such as skills or jobs variety (degree of job requirements to a variety of activities that need having different skills and talents), task or job importance (degree of the person's job effects on the lives and careers of other people), task or job nature (degree of job requirements to perform a specific job), job autonomy and freedom (degree of freedom, independence and involvement of the person in the regulation of the job tables and selection of job practices methods), and feedback (the amount of information that one can directly and explicitly obtain about his/her performance efficiency) are related to job motivation and satisfaction. The first three dimensions cause the significance of job (conceptuality), the fourth dimension is about the results of the job and the last dimension is related to the knowledge of the actual results of job activities ⁴. The more individuals' job characteristics are at higher levels, the greater are motivation, job satisfaction and therefore persons staying in the job ^{4,8}.

The results of Chin studies (2006), entitled "Factors affecting maintenance of employees in the job or leaving the job" have made the organizations avoidance of the high rate of staff turnover possible by several factors. These factors include optimal performance at work,

A study on the contribution of job characteristics in ...

applying appropriate procedures in hiring and employment, level of interest in type of job, motivation, appropriate payment system, training and experiencing on the job, job development, job satisfaction, job consistency with the expectations of employees, job independence, understanding the culture of the organization, coordination with others, the establishment of the conflicts settlement system in the organization, appropriate human resource management, corporate strategy consistency and proportion in different sectors, central office strategies with the sub-sectors and staff private independence. These factors are the most important factors in the workplace that lead to the staying of personnel in their organizations.

Chamani Cheragh Tabeh et al in 2012 in their study introduced the factors affecting maintenance of nurses of Daneshgar as organizational factors (participation, motivation, organizational communication, performance training and management), personal factors (ability and skill, job satisfaction, and competence) and job factors (meaningful and challenging work, freedom, independence and clarity of roles).

Ghazizadeh and Amani in a study conducted in 2006 on the investigation of factors affecting personnel organizational staying indicated that the impact of motivational factors on personnel retention is much less than environmental factors. A negative correlation also was observed between the effects of motivational factors and external environment factors.

Hariri et al in 2012 investigated the factors associated with leaving a job tendency in nurses engaged in the training hospitals dependent on Shahid Beheshti University of Medical Sciences. Their research results revealed that there is a significant negative correlation between age and intention to leave the job and between the work experience and intention to leave the job. There is a significant correlation between organizational position and intention to leave the job and between shift type and intention to leave the job.

Research results of Schweizer and Karen in 2004 showed that if the organization employs the employees who are qualified, gives them enough motivation, does not impose them something beyond their endurance, train them and design appropriate payment system for them in comparison with competitors, staff retention will increase.

In 2008, Faraji conducted a study entitled "The role and effect of job characteristics model on job satisfaction" on staff at hospitals affiliated to Tehran Medical Sciences University. The research results indicate that all job characteristics (except for feedback) have positive effect on job satisfaction. The results of the study that Hamidi et al conducted in 2012, in Dorsa Smart Media Company showed that if the privilege rate of job main dimensions is high, job satisfaction will be positively affected, and only variable correlation, job importance and job satisfaction are not very high. Rahimi in his survey in 2005 investigated the relationship between job characteristics and job satisfaction among employees of Electricity Distribution Company in the South West of Tehran. His research results showed that although there is a significant relationship between all components of job and job satisfaction, the highest correlation is related to the feature of job feedback and the lowest correlation is related to the task importance.

The study conducted in 2005 by Sufen and Hsiao indicated that only some of the job characteristics are related to job satisfaction. Studies of Chi Yi and Chen in 2008 aimed to investigate the relationship between job characteristics and job satisfaction of 270 engineers and operational employees. The results showed that job variety, job importance, and job feedback are positively related to job satisfaction. However, job nature and independence are not related to job satisfaction.

Darrani and Mohammadi in 2005 in their study entitled "The relationship between job characteristics and job satisfaction of employees" and also Loher et al (1985), in their study entitled "The relationship between job characteristics and job satisfaction of employees" found that among the five components of job characteristics, respectively, job autonomy, job variety, job feedback, job importance and job nature are positively related to the employee's job satisfaction.

Based on the foregoing, each of these studies has considered a number of factors and variables affecting the desire to stay in the job and investigated the job characteristics by several factors. Considering the importance of employee's retention within organizations, this study examines the contribution of job characteristics in predicting the tendency for staying in job among staff personnel of Hormozgan Medical Sciences University. Accordingly, the primary objective of this study is to answer the question that whether job characteristics have the ability to predict the tendency for staying in job among staff personnel of Hormozgan Medical Sciences University.

MATERIAL AND METHODS

The study method, population and sample;

This is a descriptive – correlation study. The study population consists of all staff personnel of Hormozgan Medical Sciences University in winter 2013. According to the obtained information, the staff personnel of the organization in the study period are 1045. The present study sample, according to Morgan Table and Cochran formula, is found as 281. The sample is selected by stratified random method.

Research Tools

Inventory of desire to stay on the job:

To assess the variable of desire to stay on the job, Weiner and Wardy's inventory of desire to stay on the job (1981) is used. The inventory consists of four questions and each question has five options. Options are graded for A (1), B (2), C (3), D (4), (E) (5).

Tadris Hasani (1994) reported the reliability of the test as 0.67 and its creditability coefficient as 0.64. Khoshkam, Nisi and Shokrkon (2007, quoted from Charami, 2008), by applying the aforesaid test in the sample of Ahwaz Water and Power employees, reported the test reliability coefficient using Cronbach's alpha and bisection as 0.75 and 0.65 respectively. Piriai, Nisi and Naami (2011) by applying this test in 211 subjects sample of Petrochemistry company employees in Mahshahr, reported the test reliability coefficient using Cronbach's alpha and bisection as 0.76 and 0.81 respectively. Razmju (2005) reported the reliability of this tool using Cronbach's alpha and bisection equal to 0.70 and 0.54. Although the reliability and validity of the questionnaire is confirmed, to ensure its validity more, the questionnaire is presented to university professors who are familiar enough with the topic. They confirmed the validity of the questionnaire. In order to determine the reliability in the present study, using SPSS software and Cronbach's alpha method for 20 subjects, the reliability is measured and questionnaire's reliability coefficient of the desire to stay is 0.746.

Job Characteristics Inventory:

To examine the job characteristics variable, job knowledge questionnaire of John Wagner (1995) is used. It has 15 questions in the form of closed response of Likert seven-point scale,

A study on the contribution of job characteristics in ...

which are extended in a continuum from completely false to completely true. In this questionnaire, the questions (1, 4, 13) measure job variety, questions (2, 8, 12) measure the nature of the job, questions (5, 10, 14) measure job importance, questions (6, 9, 11) measures job autonomy and questions (3, 7, 15) measure job feedback (five components of job characteristics).

Scoring method is so that the completely disagree option is given grade 1, disagree option is given grade 2, the option disagree to some extent is given grade 3, no idea option is given grade 4, the option agree to some extent is given grade 5, agree option is given grade 6 and the completely agree option is given grade 7. In this questionnaire, the questions 2, 4, 6, 7, 9, 10 and 15 have reverse directions, therefore, the scoring method is opposing to other questions ¹².

Manzari Tavakoli (2009) has examined the reliability and validity coefficients in a sample of 373 members of staff and clients of private banks in Bandar Abbas. Using Cronbach's alpha method, the questionnaire reliability coefficient is reported 0.91. Lotfabadi (2011) in a sample of 206 professionals and employees of Islamic Azad University of Mashhad, using Cronbach's alpha method, reported the questionnaire reliability coefficient equal to 0.45. Although the reliability and validity of the questionnaire was confirmed, to ensure its validity more, the questionnaire is presented to university professors who are familiar enough with the topic. They confirmed the validity of the questionnaire. In order to determine the reliability in the present study, using SPSS software and Cronbach's alpha method for 20 subjects, the reliability is measured and questionnaire's reliability coefficient of job characteristics is 0.744.

Implementation Method and Analysis

The research questionnaires are answered by the sample members through self-report method within a specific time. Data is analyzed through Pearson correlation coefficient, concurrent and stepwise regression analysis using SPSS statistical package version 16.

RESULTS

Before using regression analysis, data distribution is investigated by a review on the indices of assumptions compliance and no violations of the regression line slope, such as multi collinearity using the tolerance statistic, outlier, the remaining diagrams, and missing data. It is found that data have the condition for the use of regression analysis.

Table 1. A review on the indices of assumptions compliance and no violations of the of the slope of the research variables regression line

| | Job variety | Job importance | Job nature | Job autonomy | Job feedback |
|-----------|-------------|----------------|------------|--------------|--------------|
| Tolerance | 0.624 | 0.687 | 0.809 | 0.676 | 0.780 |
| VIF | 1.602 | 1.455 | 1.236 | 1.480 | 1.283 |

The tolerance statistics for all research predictor variables in anticipation of the desire to stay on the job through the analysis steps have coefficients between 0.62 and 0.81. Actually, it indicates non-linearity and stability of regression model. In addition, the VIF value for predictor variables is respectively, in the ranges 1.00 to 1.60, 1.00 to 1.45, 1.00 to 1.24, 1.00 to 1.48, 1.00 to 1.28. The correlation less than 0.9 between predictor variables and the criterion variable shows the non-linearity between variables. Results show that the variables (except the job importance) can significantly predict the desire to stay in job (Table 1).

Table 2. Matrix of correlation coefficients between research variables and the desire to stay in the job

| Variables | Job variety | Job importance | Job nature | Job autonomy | Job feedback | Desire to stay in job |
|-----------------------|-------------|----------------|------------|--------------|--------------|-----------------------|
| Job variety | 1 | | | | | |
| Job importance | **0.524 | 1 | | | | |
| Job nature | **0.252 | **0.247 | 1 | | | |
| Job autonomy | **0.472 | **0.367 | **0.381 | 1 | | |
| Job feedback | **0.347 | **0.331 | **0.326 | **0.361 | 1 | |
| Desire to stay in job | **0.154 | 0.111 | **0.191 | **0.287 | **0.267 | 1 |

*Significant correlation at the level of 0.05

** Significant correlation at the level of 0.01

In this study, there is a significant correlation between the variables of job variety, job nature, job autonomy and job feedback, and the desire to stay on the job at a confidence level of 99% ($P < 0.01$). This means that the higher is the individual score on these variables, the higher is the score of the desire to stay on the job. In addition, there is no correlation between the importance of the job and the desire to stay on the job (Table 2).

Based on results of variance analysis and regression statistical parameters of job characteristics variable on the desire to stay on the job, the obtained F value is significant [$P < 0.00001$ and $F(279 \text{ and } 1) = 25.192$]. The variable can predict the changes in the desire to stay on the job. Relationship between this variable and the desire to stay on the job is significant also the mentioned variable explains 3.8 percent of the variance of the desire to stay on job ($R^2 = 0.083$). If the study sample is generalized to the original population, this variable can explain about 8 percent of the desire to stay in job ($\text{Adj } R^2 = 0.080$).

The F value obtained from variance analysis of job variety variable on the desire to stay on the job, is significant [$P < 0.01$ and $F(279 \text{ and } 1) = 6.821$]. The variable can predict the changes in the desire to stay on the job. Relationship between this variable and the desire to stay on the job is significant also the mentioned variable explains 2.4 percent of the variance of the desire to stay on job ($R^2 = 0.024$). If the study sample is generalized to the original population, this variable can explain about 2 percent of the desire to stay in job ($\text{Adj } R^2 = 0.020$).

Based on results of variance analysis and regression statistical parameters of job nature variable on the desire to stay on the job, the obtained F value is significant [$P < 0.01$ and $F(279 \text{ and } 1) = 10.517$]. The variable can predict the changes in the desire to stay on the job. Relationship between this variable and the desire to stay on the job is significant also the mentioned variable explains 3.6 percent of the variance of the desire to stay on job ($R^2 = 0.036$). If the study sample is generalized to the original population, this variable can explain about 3.3 percent of the desire to stay in job ($\text{Adj } R^2 = 0.033$).

The F value obtained from variance analysis of job autonomy variable on the desire to stay on the job, is significant [$P < 0.00001$ and $F(279 \text{ and } 1) = 25.057$]. The variable can predict the changes in the desire to stay on the job. Relationship between this variable and the desire to stay on the job is significant also the mentioned variable explains 8.2 percent of the variance of the desire to stay on job ($R^2 = 0.082$). If the study sample is generalized to the original population, this variable can explain about 7.9 percent of the desire to stay in job ($\text{Adj } R^2 = 0.079$) (Table 3).

A study on the contribution of job characteristics in ...

Table 3. ANOVA of regression model in determining the contribution of predictive variables in anticipation of the desire to stay in the job

| Model | | Sum of squares | Freedom degree | Mean of squares | F | Significance level | R | R ² | R ² Adj |
|----------------------------|-----------------|----------------|----------------|-----------------|--------|--------------------|-------|----------------|--------------------|
| Job characteristics | Regression | 351.569 | 1 | 351.569 | 25.192 | 0.00001 | 0.288 | 0.083 | 0.080 |
| | effect of total | 3893.656 | 279 | 13.956 | | | | | |
| | residual | 4245.224 | 280 | | | | | | |
| Job variety | Regression | 101.316 | 1 | 101.316 | 6.821 | 0.009 | 0.154 | 0.024 | 0.020 |
| | effect of total | 4143.908 | 279 | 14.853 | | | | | |
| | residual | 4245.224 | 280 | | | | | | |
| Job importance | Regression | 52.711 | 1 | 52.711 | 3.507 | 0.62 | 0.111 | 0.012 | 0.009 |
| | effect of total | 4192.513 | 279 | 15.027 | | | | | |
| | residual | 4245.224 | 280 | | | | | | |
| Job nature | Regression | 154.217 | 1 | 154.218 | 10.517 | 0.001 | 0.191 | 0.036 | 0.033 |
| | effect of total | 4091.006 | 279 | 14.663 | | | | | |
| | residual | 4245.224 | 280 | | | | | | |
| Job autonomy | Regression | 349.850 | 1 | 349.850 | 25.057 | 0.000001 | 0.287 | 0.082 | 0.079 |
| | effect of total | 3895.374 | 279 | 13.962 | | | | | |
| | residual | 4245.224 | 280 | | | | | | |
| Job feedback | Regression | 301.796 | 1 | 301.769 | 21.352 | 0.00001 | 0.268 | 0.071 | 0.068 |
| | effect of total | 3943.428 | 279 | 14.134 | | | | | |
| | residual | 4245.224 | 280 | | | | | | |

Desire to stay in job (Criterion variable)

Based on results of variance analysis and regression statistical parameters of job feedback variable on the desire to stay on the job, the obtained F value is significant [$P < 0.01$ and $F(279 \text{ and } 1) = 21.352$]. The variable can predict the changes in the desire to stay on the job. Relationship between this variable and the desire to stay on the job is significant also the mentioned variable explains 7.1 percent of the variance of the desire to stay on job ($R^2 = 0.071$). If the study sample is generalized to the original population, this variable can explain about 6.8 percent of the desire to stay in job ($\text{Adj } R^2 = 0.068$) (Table 3).

Table 4. Concurrent regression coefficients for predictor variables

| Variable | Non-standardized coefficient | | Standardized coefficient | t | Significance level |
|----------------------------|------------------------------|-----------------------------|--------------------------|-------|--------------------|
| | B | Error of standard deviation | β | | |
| Job characteristics | 0.485 | 0.970 | 0.288 | 0.190 | 0.00001 |
| | 0.166 | 0.064 | 0.154 | 2.612 | 0.009 |
| Job variety | | | | | |
| Job importance | | | | | |
| Job nature | 0.135 | 0.072 | 0.111 | 1.873 | 0.062 |
| Job autonomy | 0.250 | 0.077 | 0.191 | 3.243 | 0.001 |
| Job feedback | 0.314 | 0.063 | 0.287 | 5.006 | 0.000001 |
| Job variety | 0.340 | 0.073 | 0.267 | 4.621 | 0.00001 |

Desire to stay in job (Criterion variable)

The regression coefficient of predictor variables shows that all variable except job importance variable can explain the changes related to the desire to stay on the job. Job characteristics weight with ($B = 0.485$), ($t = 0.190$) and ($P < 0.0001$) indicates that this variable can explain the desire to stay on the job at confidence level of 99%. If the study sample is

generalized to the original population, job characteristics weight will be 0.288 ($\beta=0.288$). Job nature weight with ($B=0.250$), ($t=3.243$) and ($P<0.01$) indicates that this variable can explain the desire to stay on the job at confidence level of 99%. If the study sample is generalized to the original population, job nature weight will be 0.191 ($\beta=0.191$). Finally, the higher is job nature, the higher is the desire to stay on the job. Job autonomy weight with ($B=0.314$), ($t=5.006$) and ($P<0.00001$) indicates that this variable can explain the desire to stay on the job at confidence level of 99%. If the study sample is generalized to the original population, job autonomy weight will be 0.287 ($\beta=0.287$). Finally, the higher is job autonomy, the higher is the desire to stay on the job. Job feedback weight with ($B=0.340$), ($t=4.621$) and ($P<0.0001$) indicates that this variable can explain the desire to stay on the job at confidence level of 99%. If the study sample is generalized to the original population, job feedback weight will be 0.267 ($\beta=0.267$). Finally, the higher is job feedback, the higher is the desire to stay on the job (Table 4).

CONCLUSION

This study aimed to examine the contribution of job characteristics in predicting the desire to stay in job among staff personnel of Hormozgan Medical Sciences University. The present research results indicate that job characteristics and its four components (job variety, job nature, job autonomy, and job feedback) have a significant role in predicting the desire to stay in job. These variables significantly predicted the desire to stay in job.

The findings of this study are consistent with the results and findings of Hackman and Oldham (1975)²⁸, Durrani and Mohammadi (2005)¹⁶, Loher et al (1985)²⁹, Moeller and Fitzgerald (1985), Rahimi (2005)¹⁸, Rajabi (2013)¹⁷, Hamidi et al (2012)¹⁵, Chamani Cheragh Tapeh et al (2012)¹³, Yitzhak (1991)³⁵, and David (2001)²⁷. They express that job characteristics are related to job satisfaction. In other words, when desirable job characteristics attract the attention of staff and employees have a sensational, expressive, and diverse job and more opportunities to apply the skills they have developed, they are more satisfied and have more desire to stay in their jobs. Therefore, it can be concluded that (1) Personnel who are involved in jobs with the most desirable characteristics, are more gratified, more provoked and more motivated and in comparison with the staff who are not involved in such jobs, they have greater efficiency. (2) Job characteristics put the person mentally in excellent condition and such a spirit can affect his performance.

The results indicate that the job verity variable has a significant contribution in predicting the sample subjects' desire to stay in the job. The findings of this study are consistent with results of Hackman and Oldham (1975)²⁸, Durrani and Mohammadi (2005)¹⁶, Loher et al (1985)²⁹, Moeller and Fitzgerald (1985), Rahimi (2005)¹⁸, Rajabi (2013)¹⁷, Hamidi et al (2012)¹⁵, and Sufen and Hsiao (2005)³³. To explain the issue, it can be said that if job features and characteristics are in a manner that employees use their skills and talents or have the need to learn new skills and there is the environment for individuals' talent to thrive, it will lead to creating motivation, as well as feeling usefulness, and development and consequently the desire to continue working with the agency or organization.

According to the present study results, the job nature variable has a significant contribution in predicting the sample subjects' desire to stay in the job. The findings of this study are not consistent with results of Sufen and Hsiao (2005)³³, Chi Yen and Chen (2008), Yitzhak (1997)³⁵, Timothy (2007)³⁴ and David (2001). The findings of the study are consistent with results of

A study on the contribution of job characteristics in ...

Hackman and Oldham (1975)²⁸, Durrani and Mohammadi (2005)¹⁶, Loher et al (1985)²⁹, Moeller and Fitzgerald (1985), Rahimi (2005)¹⁸, Rajabi (2013)¹⁷, Hamidi et al (2012)¹⁵. To explain the issue, it can be said that the employees whose jobs have a specific process and job facilities and equipment are also provided and identified, have higher desire to stay. Therefore, the identification of the job and its principles and nature will lead to individuals' higher desire to stay.

The results indicate that the job autonomy variable has a significant contribution in predicting the sample subjects' desire to stay in the job. The findings of this study are consistent with the results and findings of Hackman and Oldham (1975)²⁸, Durrani and Mohammadi (2005)¹⁶, Loher et al (1985)²⁹, Moeller and Fitzgerald (1985), Rahimi (2005)¹⁸, Rajabi (2013)¹⁷, Hamidi et al (2012)¹⁵, and Chamani Cheragh Tapeh et al (2012)¹³. The philosophy underlying these findings is that the employees who have autonomy and independence in affairs related to their job and are involved in business and career decisions, have more satisfied feeling and the job satisfaction of employees is related to the desire to stay in the organization. The results of this study are not consistent with results of Sufen and Hsiao (2005)³³, Chi Yen and Chen (2008), Yitzhak (1997)³⁵, Timothy (2007)³⁴ and David (2001)²⁷, which states that there is no relationship between job autonomy and job satisfaction.

The results indicate that the job feedback variable has a significant contribution in predicting the sample subjects' desire to stay in the job. The findings of the study are consistent with the results and findings of Hackman and Oldham (1975)²⁸, Durrani and Mohammadi (2005)¹⁶, Loher et al (1985)²⁹, Moeller and Fitzgerald (1985), Rahimi (2005)¹⁸, Rajabi (2013)¹⁷, Hamidi et al (2012)¹⁵, David (2001) Chi Yen and Chen (2008)²⁵, Yitzhak (1997)³⁵, and Timothy (2007)³⁴. The results of these studies have shown that job feedback is positively correlated with job satisfaction and results in a desire to stay in job. However, the findings of Sufen and Hsiao (2005)³³ have indicated no relationship between feedback and job satisfaction.

Generally, the present study findings suggest that job characteristics have a significant contribution to the prediction of the desire to stay on the job. Its components, in the order of job autonomy, job feedback, job nature and job verity, are contributed significantly in the prediction of the desire to stay on the job. Job importance variable has no significant contribution in the desire to stay in a job.

To explain these findings, it can be said that according to the job characteristics theory of Hackman and Oldham (1975 and 1980) due to creating significance feeling and income, job can lead to health satisfaction and wellbeing of employees. If the same job is associated with lack of satisfaction, and as a result, it is followed by dissatisfaction and stress, not only it does not create happiness but also it eliminates the health and wellbeing of staff and vice versa. It is clear that employees' motivation increasing and job satisfaction involve identifying the factors that influence them. One way to improve the individual's performance and job satisfaction is job enrichment.

Limitations of the study :

Participants in this study are the employed personnel of central staff of Hormozgan Medical Sciences University. Given the fact that the subjects were evaluated on their work hours, they were not in the prepared and good physical and mental condition to answer questions.

Research proposals

1. With regard to the fact that this study was limited to the job characteristics in the prediction of the desire to in job, more research is needed to examine the impact of other aspects on the desire of the employees to stay in job, in order to reduce the propensity to leave the job and increase the desire to stay in job.
2. Hackman and Oldham's job characteristics model focuses on job and does not emphasize on the employee. Since the desired job characteristics model in this research was Hackman and Oldham's model, consequently, the employees characteristics and his/her personality is not considered. While in the real world, there are no jobs without employees. Therefore, in addition to job characteristics, the employees' characteristics and his/her personality should be considered. Thus, it is hoped that in future studies, these factors be seen and the employees' characteristics (his/her personality) be added to job characteristics and the desire to stay in jobs be considered.
3. The relationship between different dimensions of organizational commitment (affective, normative and continuous) and participative management performance, efficiency, absenteeism and staff turnover should be taken into account.

Practical propositions

The issue of staff turnover and expertise forces is one of the organizational problems that interference the process of organizations moving. To managers of organizations who seek to preserve, protect, and improve the efficiency and transform of their resources and human forces, this issue is discussed as a problem.

Considering the findings of this study, the following is recommended:

1. Administrators should allow their subordinates to have activities on the basis of skill, ability and autonomy that they have in their job.
2. Managers should have an application on top of their tasks that the responsibility and job planning are undertaken by the personnel. Therefore, they should indicate the importance of job for them.
3. The employees should be informed of the outcome of their performance quickly and at the same time.
4. The executives, supervisors and managers should design the job so that the individual is forced to do the job with the need to have a certain talent and skills and abilities.

According to the findings of this study, the education degree has a significant contribution to the prediction of the desire to stay in job. Therefore, employing the employees in jobs according to their education degree is very important. In addition, in addition to considering the education degree, capacities, abilities, aptitudes and personal characteristics should be considered. Since it is considered if a person with higher capacity and ability is employed in a low-level work and career or vice versa, it causes lack of interest and lack of job satisfaction and reduces his/her desire to stay on the job.

REFERENCES

1. Mohsenian Far, M. (2008). "Evaluation of survival and maintenance of human resources staff". Imam Sadiq (AS). Tehran.

A study on the contribution of job characteristics in ...

2. Shahbazi, M., akbari, A., Asadi, A., Javaheri kamel, M. (2008). The effect of job satisfaction and organization commitment on intended turnover. *Journal of Human development police*; 19, Persian.
3. Morhed G. (2012). "Organizational Behavior". Translated by Alwani S. M. and Memarzade G. R., 16; Tehran. Morvarid Press.
4. Alizadeh, E. (2007). "Factors affecting the willingness of staff turnover", *Journal of Police Human Development*. 11:73-89.
5. Tadriz Hasani, D. (1994). "Investigation on the relationship between job satisfaction, job involvement and organizational commitment and the desire to stay on the job and in-service teachers and student performance in Gilan East", Master Dissertation in Educational Psychology. Martyr Chamran University
6. Singer, M.G. (1994). *Human Resource Management*, PWS-KENT Publishing Company. Boston. USA.
7. Seyed Javadin S. R. (2008). "Fundamentals of Human Resource Management". Tehran: Tehran University. collage of Management.
8. Hackman, J. R., & Oldham, G. R. (1980). *Work redesigns*. Reading, MA: Addison-Wesley.
9. Robbins Stephen, P., (2004). "Organizational Behavior", translated by Parsaeian A. and Arabi S. M., Fifth Edition, Tehran, publication of Cultural Research Bureau
10. Morhed, G. (2003). "Organizational Behavior", Translated by Alwani S. M. and Memarzade G. R., 17; Tehran, Morvarid Press.
11. Moghimi, S. M. (2002). "Organization and research approach". Termeh Press
12. Chamani Cheragh Tapeh, R. & Mahmoudi, A. H. & Baba Mahmoudi, A. (2012). "Factors affecting staying of Daneshgar nurses in hospitals". *Journal of Nursing Management*;1(3).
13. Hariri, Gh., Yaghmae, F., Zaghari Tafaroshi, M., Shakeri, N.(2012). "Factors associated with turnover intentions of nurses working in the hospitals of Shahid Beheshti University of Medical Sciences", *Journal of Health Promotion Management*; 3: 27-17.
14. Hamidi, M., Notash, F., Seyedi, A. (2012). "The main aspects of the job and its relationship with job satisfaction from the view point of employees of Dorsa smart media company", *Journal of Management*;2(13): 33-25.
15. Durrani, K., Mohammadi, T.(2005). "A study on the relationship between job characteristics model of Hackman and Oldham and job satisfaction of Kermanshah prisons" a juvenile magazine; 43(5): 3-5.
16. Rajabi, G. R. (2013). "A study on the relationship between job characteristics and job satisfaction of employees of Oil refinery in Shiraz", *Journal of Occupational and Organizational Consulting*; 7(14): 106-118.
17. Rahimi, A. (2005). "The relationship between job characteristics and job satisfaction among employees in the South West of Tehran Electricity Distribution Company". Tabriz, the tenth conference on electricity distribution networks
18. Faraji, O. (2008). "The role and effect of job characteristics on job satisfaction", *Journal of Public Health and Institute of Health Research*; 6(2): 31-38.
19. Ghazi Zadeh, M., Amani, J. (2006). "Factors affecting employees staying", First National Conference on Industrial Management, Shahed University.
20. Moghimi, S. M. (2007). "Organization and Management: A research approach". Tehran:Termeh press.

21. Manzari Tavakoli, M. (2009). "The effect of job characteristics on customer satisfaction in private banks in Bandar Abbas". Master Thesis in Business Administration. Martyr Bahonar Islamic Azad University. Kerman.
22. Morhed, G. (2003). "Organizational Behavior". Translated by Alwani S. M. and Memarzade G. R., 17; Tehran, Morvarid Press.
23. Naami, A., Piria'I, S. (2011). "The relationship between job motivation of self-determination and willingness in employees of Esfahan Steel Company". *Job counseling. Organizational*;9(1): 23-41.
24. Chen, H., Chen, Yi. (2008). The Impact of Work Redesign and Psychological Empowerment on Organizational Commitment in a Changing Environment: An Example From Taiwan's State-Owned Enterprises. *Journal of Public Personnel Management*. Washington; 37(3): 279-302.
25. Chin-Chin, H. (2006). A study of the relationships between work values. job involvement and organization commitment among Taiwanese nurses .
26. David, B. (2001). Re-examining the link between job characteristic and job satisfaction. *The Journal of Social Psychology*;130 (1): 131-132.
27. Hackman, J. R., Oldham, G. R. (1975). Development of job Diagnostic Survey. *Journal of Applied Psychology*;60 (2): 159 – 170.
28. Loher, B. T., Noe, R. A., Moeller, N. L., Fitzgerald, M. P. (1985). A meta-analysis of the relation of job characteristics to job satisfaction. *Journal of Applied Psychology*;70:280-289.
29. Moorhead, G., Griffin, R.W.(2012). *Organizational Behavior*.Tehran: Morvarid.
30. Moeller, N.L. Fitzgerald, M.P. (1985). A Meta-Analysis of the Relation of Job Characteristics to Job Satisfaction. *Journal of Applied Psychology*; 70(2) :280-289.
31. Schweizer, K. (2004). 24th Annual salary & Job Satisfaction Survey, *Food Engineering*; 76 (12):32-36.
32. Sufen, C. H., Hsiao, L. (2005). Relationship between job characteristics and organizational citizenship behavior. *Journal of Social Behavior & Personality*; 33 (6):523- 539.
33. Timothy, L. (2007). The relationship between job characteristics, job satisfaction and turnover intention among software developer. *Free Adobe Reader & Digital Editions* .
34. Yitzhak, F. (1991). Meta-analytic comparison of the job diagnostic survey and job characteristics inventory as correlates of work satisfaction and performance. *Journal of Applied Psychology*;76 (5): 690-697.