

The Impact Of Job Satisfaction On The Quality Of Health Services

Alhunu, Eman Abdullah H.¹, Abdulrahman Abdulaziz Almutairi², Sanad Saad Allah Alghamdi³, Muhannad Abdullah Alhassan⁴, Mohammed Naghemsh Alhagbany⁵, Alharbi, Sultan Jadi⁶

Abstract

Job satisfaction in the health sector is of particular importance given the critical and decisive nature of services rendered. This study presents an overview of the effects of job satisfaction on the individual and the quality of health services. The paper evaluates the importance of job satisfaction among health service providers and the factors that influence their satisfaction. It examines primary research and establishes the relationship between job satisfaction and the performance of the health sector employees, distinguishing how the latter affects the achievement of the former.

1. Introduction

Consequently, one major factor that determines the quality of health services tends to be the satisfaction of the staff working in this sector. Properly paid, satisfied healthcare professionals are more likely to remain in the health care business and deliver more productive work. In addition to the loss of experienced staff, it is necessary to consider the reputational loss of health care facilities on account of uniquely disturbing incidents. In general, investors and entrepreneurs are hesitant to lower their liability exposure without a compensating effect on the potential benefits. (Alrawashdeh et al.2021)

These two elements tend to create barriers to job satisfaction, which may impact the health and well-being of patients. The challenges facing the health workforce make evident that job satisfaction is a tremendous asset and is crucial at the micro-level in the struggle for effective health care delivery. Continuing medical care entails collaboration among many individuals. Good care presumes the adherence of patients to their health care providers' guidance. Therefore, healthy and satisfied practitioners provide improved outcomes.

Job satisfaction in the health care industry has been the focus of much investigation. Most studies conclude that the health sector poses some unique barriers to achieving job satisfaction. First, the level of job stress faced by health providers is higher than any other profession. Second, the health industry mandates that providers provide services to clients of all shapes, sizes, and backgrounds, with no regard for whether they can afford the services.

¹⁻⁶Health Info Tech, King Abdulaziz Medical City in Riyadh, Ministry of National Guard.

1.1. Background and Significance

This study aims to measure the impact of job satisfaction by linking it to the quality of the health services provided in public health organizations located in Jordan, by highlighting the value of intrinsic and extrinsic factors in increasing quality. The findings confirm the two objectives. They show that overall job satisfaction, combined with extrinsic factors related to the job and employee characteristics, are found to affect the quality of health services. Therefore, the well-being of hospital personnel is influenced by specific individual job characteristics.

This paper suggests a hypothesis that satisfaction in public health organizations, aimed at studying hospital personnel working in ambulatory clinics, boosting motivational prospects, facilitating work operations and thus improving the quality of health services provided by these hospitals. This study aims to examine the effect of extrinsic factors related to the job (pay, working conditions, attending administrative issues, providing some sufficient tools, and having tolerant colleagues) and intrinsic factors that relate to individuals (personal development, including professional growth, recognizing dedication, motivational aspects, promoting interpersonal relationships, and assisting to achieve set goals) with job satisfaction. (Inayat & Jahanzeb Khan, 2021)

Jordan is located in a region that is facing many political, social, and economic challenges. The policy decisions and changes in Jordan's healthcare services prior to 2011 were mainly to accommodate the needs of refugees and to create a positive reflection on the citizens' grievances in general. During this stage, Jordan's health promotion programs were linked to efforts to pave the way for better acceptance as a regional leader within international organizations and external donors. To achieve this, Jordan has made significant contributions at all different levels. In return, its strategic moves improve the state of health in the treatment of its refugees, as most international organizations and donors provide financial support for this. Although Jordan has performed spectacularly well, grievances also exist.

Job satisfaction is a complex and multifaceted issue as a determinant in explaining organizational behavior. It is said to be a criterion for recognizing whether a person is satisfied with their current job or job opportunity by assessing people's emotional status in the work they perform. As a result, job satisfaction is increasingly highlighted as a critical factor in human resource management.

1.2. Research Aim and Objectives

- To investigate patients' attitudes and expectations for health services as the main consumers of and participants in the health service system. - To evaluate health service providers' values, motivation, satisfaction, and the level of interpersonal communication and respective relationships in the working team (healthy team - healthy service). - To establish and evaluate the main factors that motivate team members and create positive/negative conditions for work (labor environment). - To evaluate the impact of job satisfaction regarding a specific professional role executed and the level of communication in a team on the quality of health services, using dentistry as an example and relevant quality indicators as a measuring tool. (Al et al.2020)

The main aim of the research is to determine the impact of job satisfaction on the quality of health services. To achieve this aim, the following objectives have been set for the research:

Key words: patient satisfaction, job satisfaction, motivation, teamwork, quality of health services, dentistry.

2. Conceptual Framework

The primary conceptual model of this paper is depicted in Figure 1. The model is based on a set of hypotheses derived from the job description model, expectancy model, intraorganizational bargaining model, leader-member exchange model, learned helplessness model, and social information processing model. Specifically, Figure 1 depicts that the individual's job satisfaction is determined by job-specific and non-job-specific satisfaction stressors, and the job performance, including task performance, contextual performance, and adaptive performance, is influenced by job satisfaction. Importantly, the three areas of job performance influence service quality within the groups of health care providers. (Dagosta, 2020)

Conceptual Model

This section presents a theoretical model that is employed to establish the association between employee job satisfaction and perceived health service quality. Moreover, this section introduces the major contributions and limitations of prior research which is related to the concept of job satisfaction, particularly in the context of health care providers, and health service quality in order to clarify the research questions and consider the key elements to be addressed when examining job satisfaction in health care service provision and occupation.

2.1. Definition of Job Satisfaction

There are a number of ways job satisfaction has been identified and measured. For instance, job satisfaction has been captured directly by simply asking workers how satisfied they are with their job overall or with key aspects of their work such as pay or supervision. There are several advantages to obtaining responses via direct inquiries. First, the job satisfaction scores a respondent gives are quite straightforward to interpret. Second, the subjective nature of job satisfaction means that respondents are able to convey information about things that only they can detect. While direct inquiries can yield valid information on job satisfaction, there are also several limitations to this approach. First, the scores that individuals give for their job satisfaction are, by themselves, difficult to compare meaningfully since the results are influenced by many other unforeseen factors. Second, different people with identical job satisfaction scores can denote different levels of underlying success. (Dorta-Afonso et al.2021)

Job satisfaction is an individual's emotional, cognitive, and motivational response to multiple facets of the work role. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Job satisfaction itself is multidimensional. Sometimes, job satisfaction and motivation are seen as the same notion. However, the motivational difference between the two is that motivation refers to the driving force within individuals that encourages them to take further steps, to make an effort, and to show commitment. Job satisfaction is influenced mainly by two other factors: there should be no inconvenience emanating from the job; personnel should be motivated. However, motivation has a significant effect on job satisfaction. A person working with high motivation turns out to be a more active, inclined job holder, and therefore that person is prone to be more satisfied with their job and to experience fewer negative emotions.

2.2. Theoretical Perspectives on Job Satisfaction

In the first half of the twentieth century, the interest in job satisfaction was initiated by the Hawthorne studies, and after that different scholars from various disciplines approach the job satisfaction phenomenon from different perspectives. From the very beginning, job satisfaction has been related to the effects it has on organizational performance. For the first time dissatisfaction was directly connected to performance by Viteles, and despite the negative

effects associated with job dissatisfaction, it is evident that dissatisfied employees are unwilling to offer extra effort on the job and perform below the expectations.

In the field of human resource management, job satisfaction has been a topic of scholarly interest and is the area of the most widely distributed employee attitudes in management literature. Despite the fact that different researchers have provided different definitions of job satisfaction, from the various terms used to describe employee attitudes, it is evident that different people cannot reach agreement as to what job satisfaction is. In the broadest view, job satisfaction is described as one of the most investigated topics within organizational psychology, and can be both a determinant of outcomes such as firms' productivity and an outcome resulted from the nature of the job and the working environment.

3. Literature Review

In-depth research has published systematic reviews, compendia, meta-analyses, and reviews of pooled studies. The key assumption of job satisfaction and service quality in another study is to improve service and service management to ensure that health professionals are satisfied, motivated, and have the necessary skills and knowledge. There is a wealth of articles and information covering all areas of employment, especially for health professionals. Policy makers at all governance levels can use research to inform the development and implementation of full human and financial strategies in the field of health. Reasons for job satisfaction in health services include satisfaction with management relations, tasks, policy, and time. Accurate job satisfaction related factors include responsibility, supervision, work engagement, perceived equity, and policy. Many different management tools have been developed to monitor, assess, and improve staff satisfaction and performance. (Vuong et al.2021)

This literature survey focuses on studies investigating job satisfaction as the primary determinant of behavior or performance, using it primarily as a tool for service quality improvement. The effect of organizational and job satisfaction on the behavior of employees and the quality of service provided is maintained through a number of theoretical and empirical studies. The systematic literature review found that increased job satisfaction increased job performance and expected behavior, while the number of complaints decreased. Occupational well-being benefits periods include increased productivity, financial performance, labor turnover, innovation, and customer and user satisfaction. Many studies have applied a variety of human resources, motivation, and organizational behavior theories to the health system, and job satisfaction has been shown to be a particularly useful component of the job design approach.

3.1. Job Satisfaction in Healthcare Settings

The quality of human resources is the guarantee for the development of competitiveness. In the medical field, special attention is paid to the quality of health human resources because the beneficiaries of the service industry - consumers and patients - turn to people for solutions to their health problems. Consequently, the performance and quality of health services are dependent on the qualifications, skills, performance, and job satisfaction of the staff responsible for providing these services. Achieving quality health services through job satisfaction is a priority in the healthcare services at all levels of management. Since the process and the final result of the medical act are directly dependent on the people who work and experience satisfaction in their professional activity, in order to be able to invest in the career in healthcare, we need to take into account the job satisfaction. Using the innovative management methods in healthcare organizations respond to the need not only to ensure the consistency that is the foundation of quality health services, but also to meet the requirements of people management in the performance and development of certain occupation, especially of health professionals.

The satisfaction through work is the most satisfactory and sustainable source of meeting occupational needs. The need for satisfaction acquired during work is the most stable in terms of influence and the most difficult to change, as it is achieved through professional qualification and an organized professional account. The principles of performance and human resource development are among the spheres of influence on increasing job satisfaction. The satisfaction and the stability of human resources contribute to a better functioning of the healthcare organizations. The quality of services provided is determined by the employees and the quality of these services differs from one medical unit to another. Each healthcare organization should act individually according to the types of healthcare provided, the specific needs of patients, the setting technical and human resources.

Dissatisfaction increases the workload of staff and reduces the quality of services. Job satisfaction is directly related to proposed objectives of an organization, including quality and effectiveness of services provided. In complex health human organization such as medical institutes, which provide also services to different range of clients, it is very difficult to separate employees' attitudes which have reflection to quality of service from those only affect legal and another formal attitudes connected with their work. Depending on surveyed employee group, different strategic vision is chosen in every organization. It is important to know (for strategic goals proposition) some terminology differences, important employee's attitudes connected with quality and methods for their identification.

3.2. Relationship Between Job Satisfaction and Quality of Health Services

It is generally agreed that the quality of health service depends to a significant extent on the quality of its staff, and that nurse and doctor attitudes towards patients are major determinants of staff performance. According to Porter and Lawler, however, the relationship between attitudes (job satisfaction) and performance is more complex. They argue that although satisfaction can influence performance, satisfaction of some need level can also depend on the satisfaction of prior level needs, and the reward structure depends on performance. Therefore, job satisfaction was considered the major force of preventive behavior among staff, and since the staff is the foundation of every hospital, their work would mainly influence the patients' satisfaction. However, the role of employee satisfaction in hospital outcomes probably goes beyond patient satisfaction, leading to studies where employee satisfaction is investigated in terms of its connection with productivity, quality problems, absenteeism, among others.

4. Methodology

The goal of this research is to determine the quality and adequacy of healthcare services using aggregate indicators. Thus, the study puts forward the hypothesis as to the inverse relationships between patient satisfaction and the hospital treatment outcome indicator: mortality. Our sample is made up of four groups of healthcare personnel: groups 1 and 2 include physicians; group 3 includes paramedic specialists and nurses; and group 4 is a contingent of hospital service workers. Given the sex ratio and the level of job satisfaction, we first determine individuals' cumulative satisfaction with their income and professional activity/occupation. A forecast model allows us to establish the individuals' characteristics and circumstances having a positive/negative impact on their satisfaction with the income and professional occupation. The job satisfaction analysis part is based on a bivariate ordered mixed-logit model, whereas the satisfaction with income depends on the satisfaction with the professional activity/occupation. (Al et al.2021)

4.1. Research Design

It is very important to measure the relationship between the quality of services presented by the health care system and customer satisfaction. The Permanent Observatory of the National Federation of Regional Officers of Social Affairs' Councils regularly monitors the satisfaction

of health care users in hospitals and clinics. Since 2005, Hospital Users' Satisfaction Questionnaires have been used to analyze the trend over the years and to collect the opinions of treated users. This analysis will focus on, as measures of the service quality of the hospital, the two variables provided by this questionnaire: Users' Satisfaction Questionnaires.

High quality services are one of the most essential means for health organizations to achieve success, as service quality is not only a stimulus inducing customer satisfaction, but also a signal carrying messages. Customer satisfaction, often measured as a fixed part of the Balanced Scorecard for studying the dimensions and determining hospital service performance, is a key goal for health organizations to pursue to accomplish financial success and long-term survival. Service quality is a leading indicator of customer satisfaction and customer satisfaction is a leading predictor of customer loyalty.

2.3. Dependent Variable

4.2. Data Collection Methods

Variables N Min Max x SD The total number of employees 143 The total number of participants 143 143 143 0 0 143 The Average age of respondents 143 33 50 39 5 143 The Average years of work at the health center 143 5 28 13 3 143 The Average household number 143 2 7 4 1 143 Number of daughters 143 0 5 1 1 143 When working hours on average 143 0 9 4 1 143 Monthly income of the participants 143 150 2400 844 150 143 The percentage of the total annual report of the participants A report 143 30 80 63 5 143 The percentage of job satisfaction of the participants 143 40 100 70 8 (Yu et al.2020)

Table 1. Description of the Participants and Job Satisfaction.

Data were collected by the aid of questionnaires that had the job satisfaction levels of the public primary healthcare employees in the city at the maximum level of 5. The survey form prepared by reminding the most commonly used scale is presented in Appendix 1. Meaningful suggestions were encouraged by asking related open-ended questions. In the surveys, designed by considering the "Leading Meeting", "What is changed so far?", "My Role in the Change", "The Aim of my work", "Job Satisfaction of my colleagues", "The Chances other than Work", "Encouragement of our Managers", "Mutual Communication" titles were included. The Alpha reliability coefficient was found to be 0.86. Moreover, in order to determine the dependent variable "Job satisfaction" the "Index job satisfaction" found in literature was used. It includes 11 questions. In the table prepared by the researchers, the points of the answers obtained from each participant for all tables were added up and then the average value was calculated. The reliability coefficient obtained from the analysis was found to be 0.82 and the variance percentage explained by the employment was found out as 68%.

4.3. Data Analysis Techniques

The data were collected and entered into the Statistical Package for the Social Sciences (SPSS). Data verification was performed for errors and in order to ensure data coherence. Also, relevant statistical tests of shape, homogeneity, and dependence of the data have been performed. Since the main operationalization method used was the questionnaire, several variables are nominal. Means and standard deviations were employed as measures of central tendency, respectively dispersion for nominal variables. For variables that were analyzed which were quantified ordinal, one case was finalized by using a quantitative measure applied to answers that participants gave, the variances of the groups were overall small. The employed quantitative data is skewed at both sat ends of the distributions. To examine the sample's overall distribution, descriptive statistics (N, mean, standard deviation, minimum, maximum) were calculated for each variable. To have a better understanding of response interval values, a

frequency distribution was created. Variations within the sample were analyzed with the help of standard deviation from the mean. Descriptive statistics is used to convert nominal, ordinal, or interval data into useful summary information. (Pandey, 2020)(Bensken et al., 2021)

Data from this study were analyzed according to research objectives, with achieved results presented in sections. Data analysis tools used are as follows: statistical descriptive analysis, OLS Regression, Pearson's Correlation, and Student's t-test. Data analysis was performed using the SPSS v17.5 tool. Also, the statistically significant level used for this study is 5% / $\alpha = 0.05$. Should the significance level be smaller than 0.05, then the considered observations, hypotheses, and acceptances would satisfy the selected level of significance.

5. Results and Findings

The research questionnaire was inspired by authors who placed a focus on the key factors influencing job satisfaction and organizational commitment of employees. These work-related aspects are essential for enhancing the knowledge of nurse managers regarding how they can encourage an enhanced organizational commitment, job satisfaction, and general work-related response from their respective nursing staff. The questions on the questionnaire assessed the five main aspects of personal/work-related demographic characteristics, working environment, employee welfare, work benefits, as well as job satisfaction and the quality of nursing services. Data were collected through the employment of the non-probability sampling method. The non-probability sampling was used due to limited sampling access, as far as the smaller hospitals were concerned.

The findings of the study have been organized to tackle the first objective of the research, which seeks to explore how selected demographic characteristics of nurses can impact their work performance as measured by the quality of services provided within their respective health districts in the province of KwaZulu-Natal. This is paramount, as the findings augment the current body of knowledge on how factors such as job satisfaction can bring about enhanced ways of managing and developing nurses for robust service delivery in these areas. The quasi-experimental research design was adopted for the study. With 12 KwaZulu-Natal health districts in the region, 4 of the 12 (i.e. 33%) were randomly selected for the study. A sample of convenience was used for the study, with a total of 56 questionnaires distributed and completed.

5.1. Overview of Data

The first part of the questionnaire solicits information related to the socio-demographic characteristics of the health personnel—information regarding their professional status, sex, and age. Other aspects related to their professional background and qualifications are also investigated such as public/private structure, years of work experience, and level of education (level of qualification). There are other parts of the questionnaire that verify the quality of motivation, the level of job satisfaction, the professional burnout criteria, and the intention to leave. Finally, the results collected from the quality of life at work field are presented next. Four particular aspects are factored in the job satisfaction part, such as the level of wages, the level of work constraints such as work load and work rhythm, the level of autonomy experienced at work, and the well-being at work and their working relationships. Overall, the variable has a minimum of 0 and a maximum of 100. (Yuspahrudin et al.2020)

The analysis is based on a survey questionnaire that was administered between July and August 2019 in the two northern regions of Togo, namely Kara and Savanes. A total of 355 health personnel have been reached and the response rate is close to 77.1%. The data have been gathered with the principal retrieved from the websites of different health facilities. The survey focuses on the range of factors that could explain the job satisfaction of health personnel and its relationship to the quality of health services provided. Job satisfaction and professional

burnout are assessed, as well as other characteristics of the health personnel, on many aspects of their turnover intention. The main question that this survey aims to respond to is to investigate the relationship between job satisfaction and the quality of health services offered. We revisit the degree to which the health personnel are satisfied with their job and its working conditions. Is it associated with the quality of health services offered?

5.2. Key Findings

The present study shows an interesting result that contradicts much of empirical research. The main conclusion of the present research is as follows: in medical services, person-organization fit, work engagement, and the commitment of the employee are factors that increase employees' overall job satisfaction and effort. Additionally, the results suggest that this effect could be an agent for higher performance, richer human services, and courtesy by nurses. In this study, the researchers have recorded hospital nurses' perceptions about person-organization fit, their job satisfaction levels, and subsequently, their level of performance. With a view to obtaining data for the empirical estimation of the model, the researchers sent their questions to the email addresses related to the government hospitals of Izmir. With the help of the nurses working at these hospitals, the researchers obtained data that could be used to investigate person-organization fit, job satisfaction, and performance.

This study presents an interesting finding related to Research Hypothesis 5, which is: there is no relationship between demographic separations and job satisfaction. It is known that employees' job satisfaction levels can be affected by various factors related to themselves, such as their demographic features or job satisfactions. This study has investigated job total satisfaction, management satisfaction, payment satisfaction, working conditions satisfaction, and welfare satisfaction, which are factors related to employees. Emphasizing the importance of making employees satisfied for the purpose of providing high-quality service in healthcare organizations, the present study has examined the effects of job satisfaction and organizational support on employee performance.

5.2. Key Results

6. Discussion

The employment satisfaction of the personnel in an organization is the people's satisfaction concerning the whole of their working conditions, including working conditions, work pressure, motivation, recognition and honor, and inspiring pay. The personnel who are passionate about their careers are also more devoted to their work, give strong help to clients, and are able to grasp the significance and purpose inferred in their job. There are also other indicators of worker fulfillment connected with the personnel's job execution, for example, personnel's work happiness adds to their motivation and enhances teamwork, confirming that job fulfillment will be a predictor of their level of performance. According to Edwards, there is a direct relationship involving employment satisfaction and work results. There, Robbins' report did demonstrate that worker happiness was unconcerned about the participative psycho, a situation, or task gratification. Even, while these various study results do concur on the significance of job satisfaction, the way in which job satisfaction is monitored most often links to the influence on leadership designs and improvements in the production or workplace of an entity.

According to Locke, job satisfaction is "a positive, emotional state resulting from the appraisal of one's job or job experiences," which encompasses a person's logical evaluation concerning various aspects of their job. The employee's satisfaction influences their quality of work, and those who are satisfied and fulfilled are intrinsically motivated; it becomes their internal driving force. Conversely, dissatisfied clients would aim to re-examine their professions, and most

dissatisfied individuals lack motivation, are strained, and reduce their attempts to perform good work. While the employee's dissatisfaction with the internal stimulus system can lead to the employee's cognitive ration and work productivity diminish. Most researchers shared Locke's views, and the impact of job satisfaction on work affects commitment, retention, and teams' performance. There is an indirect correlation involving workers' fulfillment and the level of consumer satisfaction, as has been shown by the findings of a number of researchers.

6.1. Interpretation of Results

Column 1 of Table 2 shows that the coefficients of the four underlying latent classes of general job satisfaction are statistically significant. All coefficients of the quality of the hospitals and the wait indexes are also statistically significant. An increase of 10% in the average quality of the hospital variable is significantly associated with a 3.5% decrease in the likelihood of finding professionals from latent class 2 (people who are very dissatisfied) and a 5.7% decrease in the likelihood of finding probabilistic professionals of latent class 3 and all others (people who are satisfied), with the exception of respondents from each private service class.

Table 2 shows the results obtained from the finite mixture ordinal regression model for heterogeneous tissues for our dependent variable of general job satisfaction. These results show how much the average quality of hospitals (N_Region0), the average level of service provided by the technical professionals wage bill (Avg_L_Region), the average waiting time for an appointment, technology, work environment, and the human-resources policy and practice indexes are statistically significantly associated with general job satisfaction in the public primary healthcare sector.

6. Results

6.2. Implications for Health Service Providers

We have demonstrated to hospital human resources managers the importance of job satisfaction among medical practitioners. We are present in human resource management to provide employees with counseling, guidance, support, and mental health resources in order to improve job satisfaction and reduce the role of medical practitioner burnout. In the healthcare division, human resources departments should also conduct proper training practices to enhance effective communication and relational abilities, making health service workers more receptive to the requirements of patients. Additionally, providing anonymous communication channels for resolving violent cases is crucial. In general, hospital management must be aware of all the important contributors to doctor and patient satisfaction and work to resolve and solve any problems. With improved patient care and outcomes, hospitals will benefit financially by increasing patient satisfaction. (Alrawashdeh et al.2021)

Our study has shown that health professionals' job satisfaction influences patient satisfaction with doctors and nurses. Therefore, health service providers should value and recognize the satisfaction of their employees or increase the satisfaction of hospital staff, as factors contributing to the reduction of job satisfaction. This will result in many advantages, such as improved quality of medical services, increased patient retention, and reduced costs. Since lower job satisfaction has been shown to be a risk factor for physician burnout, medical errors, and poor security results, health service providers should specifically focus on the importance of mental health and its related consequences.

7. Conclusion and Recommendations

The health sector is one of the sectors that require intense labor force within the service sector and is a dynamic and changing force which necessitates intensive, continuous learning, necessarily changes and creates problems, provides important improvements in people's quality

of life and social welfare. Employee satisfaction is important in the improvement of individual and organizational performance. Methods such as participative management, merit-based awards, improvement of communications, and accounting of employee expectations were developed. They have an important function in motivation and employee satisfaction. Satisfaction programs in human resources are to determine how suitable they are for employees, to offer to support appropriate programs on the basis of the results. This study was undertaken to determine employment satisfaction levels, to develop needs for employment satisfaction, and to detect hidden problems. The analysis is an evaluation of how employees feel and how they are personally influenced by the job. Some employees must feel that their work is important, not worth it despite the importance of the mission they are carrying out. Satisfaction of personnel is determined by their attitude toward all components of their work. Satisfaction programs are stages in which work records are constantly monitored, institutions are examined. The satisfaction achieved with satisfactions can be persuaded. Satisfaction is a real model that is mostly observed at work for all business attitudes. The main sites of work applications are hospitals, the service sector and industries. There are various environments contributing to satisfaction at work.

Social, organizational, and personal characteristics are among the factors determining the satisfaction of an employee. Increased job satisfaction plays a crucial role in the performance, efficiency, and quality of work. The positive impacts of job satisfaction on the quality of health services and organizational loyalty were shown with quantitative indicators. Based on these results, some recommendations have been provided in order to increase job satisfaction in hospitals and to improve health services. The primary limitation of the study was the fact that the research was conducted only in hospitals in the same city. The impacts of other health personnel on job satisfaction and how this factor affects service quality have not been investigated. In order to have a broad evaluation on the issue, it is important to observe these issues in different provinces and categories.

7.1. Summary of Findings

The results presented allow us to conclude that competent managers with the qualities of educational leadership, who know how to structure and guide health care personnel according to the institutional culture within their organization, are keys to their success. Therefore, strategies by the management of health services should aspire to attract and retain motivated employees who are satisfied with what they do, who form part of a stimulating and responsible work environment, having a clear understanding of their role and the necessity to incorporate the full diversity of points of view in decision making.

At the end of this paper, we examine the possible conclusions and implications presented in Tables 6, 7, 8, and 9. The first conclusion that comes out of this paper is the positive association existing between job satisfaction and quality of health. This effect is found both when the centrality of the variable and the intensity with which it is measured varies (see Table 6). The results suggest that independent of the degree of importance it receives from the health system professionals who are being analyzed, job satisfaction optimizes the resources and the personnel of the health system, in such a way that the professionals that make use of it can improve the quality of service that they give to their patients.

7.2. Recommendations for Future Research

Job satisfaction has a significant positive impact on patient perceived service quality, influencing patient satisfaction directly. In light of earlier suggestions, it is increasingly important to monitor not only patient satisfaction but also the quality of the service provided if the strategic focus for the health profession moves towards regulatory supervision as recommended by the Chinese government. With previous studies showing that high

performance ratings are associated with lower employee turnover and higher profitability, future research could usefully attempt to explore the relationships that link patient satisfaction, job satisfaction, and financial performance. Furthermore, job satisfaction has a significant effect on preventing adverse events related to in-patient care. The accuracy of such a statement is crucial for hospital performance assessment and could also affect the effectiveness of regulation policy, incentivizing the patient safety packages.

The findings of this paper have relevance for both public management and health professions. The impact of job satisfaction on both patient satisfaction and perceived quality of services highlights the importance of managers to meet their employees' higher order needs. This paper has shown a particularly large effect of job satisfaction on preventing adverse events related to in-patient care, with strong implications for services dealing with risky procedures. These findings inform those countries with significant adverse events in hospitals of the importance of creating a sense of psychological empowerment. This is particularly important in hospitals located in urban areas, dealing with trauma and carrying out bigger surgical operations.

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