

# A Review of Job Satisfaction Determinants Among Healthcare Workers

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**Abstract:** *One of the topics that has been studied the most in the fields of organizational behavior and human resource management is job satisfaction. Employee commitment and productivity are positively correlated with job satisfaction, and low employee turnover is a direct result of devoted workers. Many workers are migrating in search of better possibilities, overall development, and fulfilling careers as a result of the globalization of the health industry. The health care industry is a more people-focused service sector that has seen substantial growth in recent years. Maintaining work satisfaction among hospital staff is critical to both employee retention and efficient health care delivery. A overview of prior research on hospital workers' job satisfaction is presented in this publication. The review's objectives are to find gaps and investigate various aspects that influence work satisfaction. Based on a prior literature assessment, it was discovered that, in addition to financial rewards, work satisfaction was positively connected with other motivating variables including success, autonomy, acknowledgment, and growth and development chances.*

**Keywords:** Job satisfaction, hospital employees, factors affecting job satisfaction

## I. INTRODUCTION

The topic of job happiness has grown in importance for scholars to investigate. Workers should get equitable treatment and respectful treatment. To some degree, receiving decent treatment is reflected in job satisfaction. One may also see job satisfaction as a measure of emotional health. Supervisors should focus on employee job happiness since unsatisfied workers are more likely to provide subpar work. A job is essential to life and one's primary source of money. A worker's job consumes a significant portion of their day and influences their social status. Workplace satisfaction is a critical factor in workers' overall wellbeing.

Job satisfaction is defined by Locke<sup>1</sup> as a self-reported positive emotional state brought on by an evaluation of one's work or experiences at work.

According to Spector<sup>2</sup>, job satisfaction is an attitudinal variable that indicates how much a person enjoys their work and is always positively connected with job performance.

The following are the elements that Mullins<sup>3</sup> emphasizes as impacting employees' job satisfaction: -

- Personality, education, aptitude, age, marital status, job orientation, and so on are examples of individual variables.
- Social elements include relationships with coworkers, group dynamics and customs, socialization opportunities, and unofficial organization. cultural elements including ingrained attitudes, convictions, and values.
- The type and scale of the organization, its formal structure, employee interactions, personnel policies and procedures, technology and work organization, leadership styles and supervision, management systems, and working conditions are all examples of organizational factors.
- Environmental elements include governmental, social, technological, and economic effects.

### Importance of job satisfaction among hospital employees

When their personal needs are not satisfied, hospital staff finds it difficult to address the requirements of their patients. As a result, hospital management have obligations to both employees and patients. From the perspective of the hospital,

both patient and staff satisfaction are crucial. One of the primary indicators of hospital patient quality is patient satisfaction. Work happiness is a crucial factor, particularly in environments related to healthcare. Over time, overall development and work satisfaction are critical components in hospital staff retention. As a result, theories of motivation and commitment to work now include job satisfaction as a fundamental component. Ensuring the work happiness and motivation of hospital staff members is crucial for both employee retention and efficient health care delivery. Research has shown a favorable correlation between personnel happiness in a hospital context and patient satisfaction and the quality of care received. Because of their engagement and interactions with patients, employees have a direct impact on patient satisfaction.<sup>4</sup>

### **Objectives of the study**

The review's primary goals are to:

1. Assess the nature of the research done and accessible on hospital workers' job satisfaction.
2. To determine the gaps in the body of existing literature.
3. To understand the significance of work satisfaction for hospital staff members.

### **Methodology of the study**

Using secondary data from many sources, including PubMed, Google Scholar, Research Gate, and others, this research was conducted. Articles that were listed in the databases and examined were used for this purpose.

## **II. REVIEW OF LITERATURE**

The impacts of perceived work-life balance and job satisfaction on organizational commitment among healthcare professionals were researched by Mohammad Sayed A. and Akhtar N. <sup>5</sup> It was anticipated that workers' perceptions of work-life balance would increase job satisfaction, which in turn would increase their long-term commitment to the firm. The findings indicated that respondents' perceptions of work-life balance, job satisfaction, and organizational commitment are all on the moderate side. The author comes to the conclusion that job happiness and work-life balance are critical for fostering and strengthening organizational commitment among healthcare professionals.

A research by Singh Rajkumar G. <sup>6</sup> looked at the variables affecting work satisfaction among hospital staff members. According to the author, a worker's good performance inside the company results from his or her favorable work experience. A study looked at the variables affecting the level of work satisfaction among Manipur, India's private hospital staff. Employee work satisfaction was significantly correlated with relationship behavior elements, income and compensation factors, and characteristics related to career development and training. The most significant parameters that positively associated with employee job satisfaction were pay and compensation components.

Elarabi, H. M., and Johari, F. <sup>7</sup> investigated the link between work satisfaction and performance as well as the variables influencing both. The influence of four factors—work comfort, work treatment, remuneration, and incentives—on the job satisfaction of medical staff members employed by Libyan government hospitals was assessed in this study. Low work performance at the hospital was caused by medical personnel and employees' dissatisfaction with all aspects of job happiness. The research came to the conclusion that, in addition to competitive pay and a strong incentive program, happy workers who get excellent treatment from their supervisors may improve the performance of medical personnel and the quality of medical care provided in hospitals.

In order to determine the variables impacting work happiness and to measure the degree of job satisfaction among Indian doctors, Sharma, M., et al. <sup>8</sup> used a complete tailored questionnaire in a cross-sectional research. Using a multistage selection approach, 170 doctors in all were chosen from two medical institutions. 42 questions covering 15 aspects of work satisfaction were investigated. According to the study's findings, 74% of doctors were content with their jobs. The nine factors that were significantly associated with physicians' job satisfaction were physical work conditions, freedom to choose preferred working methods, the attitudes of coworkers, recognition for good work, the attitude of the immediate boss, rate of pay, opportunity to use abilities, inter and intradepartmental management, and attention to suggestions. The author claims that the pattern of high proportional satisfaction expressed by Indian doctors was comparable to the satisfaction of physicians working, especially in wealthy nations.

In their research, Bagheri S., et al.<sup>9</sup> looked at variables influencing job satisfaction from the viewpoint of workers in the healthcare system. Eight focus group conversations were used to examine the elements impacting the health system workers' job satisfaction. Four categories were created from the elements found in the literature review: welfare, work in and of itself, social, structural and managerial, and environment. The results validated the relevance of structural and managerial, social, work-related, environmental, and welfare elements in relation to an individual's degree of job satisfaction. During focus group talks, a new component pertaining to personal traits like employee growth and qualities was discovered. The author comes to the conclusion that an employee's unique qualities should be considered when determining their level of work satisfaction.

A research was undertaken in 2011 by Bhatnagar K. and Srivastava K.<sup>10</sup> to establish a scale and assess medical teachers' work satisfaction levels. Medical personnel were given both closed-ended and open-ended questionnaires to complete in order to develop items related to the work satisfaction scale. A survey on job satisfaction was given to 245 academic staff members employed in health scientific establishments. Seven common factors—the professional practice environment, social support from one's own attitude, job competence, welfare measurements, job reward, motivation, and work enthusiasm—that are connected to all aspects of job satisfaction were found in this research. According to the results, faculty members' work satisfaction was rated as "generally satisfied or not" on a Likert scale. Most faculty members thought their work was important. The things about their working conditions, remuneration, and feeling of accomplishment at work most disappointed them. The author emphasizes the need of creating a customized work satisfaction tool for Indian healthcare providers.

In their research, Jethanna R. et al. investigated the relationship between an employee's personal profile and work happiness. Age, gender, work history, marital status, dependent children, and parents were compared to total job satisfaction in the personal profile factors. The bulk of the factors had a favorable influence on work satisfaction, according to study data. The research comes to the conclusion that factors from a psychological and sociological standpoint that are discovered in a person's personal profile should be included in the determinants of work satisfaction. Facilities offered by the company, such as health coverage and schooling for dependent children, were strongly correlated with employee commitment, employment security, and work satisfaction.

In a tertiary hospital in Delhi, Kaur S., et al. investigated physicians' work satisfaction and the variables that were associated with it. 250 physicians participated in the data gathering process using a self-administered questionnaire. According to this survey, a significant percentage of physicians expressed dissatisfaction with their usual work hours and pay. Many workers thought that there was something wrong with their workplace. It was discovered that variables such as the typical number of work hours per day and the number of night shifts worked each month significantly correlated with job unhappiness.

An exploratory research was carried out at a prominent hospital in New York City by Peltier J., & Dahl A.<sup>13</sup> to look at the link between staff and patient satisfaction. There were two parts to this research project. An advisory group was formed and took part in an online discussion forum about staff performance, motivation, happiness, and quality of service. To determine the association between staff happiness and patient experiences, quantitative analysis was done to compare data on patient satisfaction with data on employee satisfaction. The results demonstrated that patients had better experiences in hospital departments with greater staff satisfaction levels. In the online discussion, participants emphasized the importance of staff members in improving the patient experience. They emphasized the need of providing workers with visibility, respect, and acknowledgement.

The association between work satisfaction, organizational commitment, and turnover intention among hospital staff in Isfahan, Iran was investigated by Mosadeghrad et al. in 2008. The three aspects of the job that respondents were most happy with, according to the job satisfaction measure, were coworkers, the nature of the job, and task requirements. The areas where respondents were the least happy were with pay and benefits, working conditions, advancement opportunities, and job security. The relationship between work satisfaction and organizational commitment was shown to be positively correlated. This suggests that those who are happiest at work are also more dedicated to providing healthcare services. The results showed that workers who were very happy had greater levels of organizational commitment. The desire of an employee to quit was highly correlated with their level of commitment and job satisfaction. The study's findings demonstrated that among hospital staff members, management and supervision are significant determinants of work satisfaction, organizational commitment, and desire to leave.

Nurses employed in a particular South African public hospital participated in a job satisfaction survey administered by Selebi C., & Minnar A.<sup>15</sup> using the Minnesota Satisfaction Questionnaire. All nurses reported having low levels of satisfaction with the motivating elements of their jobs, including autonomy, recognition, creativity and innovation opportunities, incentive, and responsibility. The hygienic components of their jobs, including as connections with coworkers, supervisors' decision-making abilities, supervision, working environment, rules, job security, and pay, all received very poor levels of satisfaction among nurses. The general level of work satisfaction among all nurses was quite poor. The results point to a few factors that should be taken into account when developing a nursing human resource planning strategy. The hospital's and the nursing staff's approaches to pay, relationships with supervisors, and the execution of health policies all need to be reconsidered.

In order to better understand nurses' perspectives and experiences with many aspects of their working life in Mainland China, Lu H., et al.<sup>16</sup> performed a research. Five hundred and fifty-one nurses employed at Beijing's two teaching hospitals participated in a cross-sectional survey. 53.7% of respondents were deemed to be pleased, according to the results. While 72.9% of respondents were unsatisfied with their rate of pay, the majority of respondents were pleased or extremely satisfied with their immediate boss and their coworkers. The study's conclusions show that the hospital nurses in this research felt positively about their jobs. The nurse's plan to quit, according to the author, deserved further consideration.

The current research was carried out by Pietersen C., et al.<sup>17</sup> in order to investigate and characterize the level of job satisfaction among the nursing staff at the government hospital located in the province of Limpopo, South Africa. The goal of the research was to determine the internal and external work variables that affect hospital nursing staff members' job satisfaction and discontent. The six components that made up the study's intrinsic and extrinsic work aspects were used to gauge respondents' degree of job satisfaction. The study's conclusions demonstrated that there was no discernible difference in respondents' overall levels of work satisfaction and discontent, despite the fact that more respondents expressed dissatisfaction than. Compared to intrinsic variables respondents expressed a somewhat higher level of dissatisfaction with extrinsic job factors. The majority of respondents expressed dissatisfaction with every extrinsic element that the research examined. The majority of survey participants expressed dissatisfaction with their compensation and interactions with their superiors. They expressed dissatisfaction with the working conditions at the hospital and said that the culture inside the company did not foster a high degree of job satisfaction. Regarding the intrinsic element, the work itself was determined to be more satisfying for the respondents than the promotion. The author comes to the conclusion that in order to address the nurse shortage in the future, hospital managers need act now to increase worker happiness and retention.

Keshtkaran A.<sup>18</sup> looked at how satisfied faculty members were with many aspects of their academic careers, including their relationships with management and coworkers, their kind of job pay, and promotions. According to the study's findings, their degree of pleasure with their coworkers and the nature of their employment was ranked first and second, respectively. The data analysis showed a statistically significant linear link between the promotion variable and academic rank, the years of work and compensation, the salary and overall happiness score, and the age and promotion factors. It was also shown that all aspects of pleasure were directly correlated with age.

A research by Kaarna M.<sup>19</sup> assessed the degree of work satisfaction among employees at an Estonian hospital and outlined characteristics associated with it. Five occupational categories were used to group the respondents: doctors, nurses and nursing associates, other health professionals, support workers, and administrative personnel. According to the study's findings, feeling a part of the company, planning, and relationships with supervisors were positively correlated with work satisfaction. Unrealistic expectations, work stress, and job satisfaction were significantly correlated negatively.

### **III. CONCLUSION AND IMPLICATIONS FOR FURTHER RESEARCH**

The examination of the literature shows that a variety of variables influence hospital personnel' job satisfaction. The literature study indicates that although working conditions, compensation, and incentives are significant determinants of job satisfaction, other intrinsic characteristics like success, acknowledgment, responsibility, and the chance for personal development are as essential. These elements are similar to Maslow's esteem and self-actualization demands in the hierarchy of needs as well as Hertzberg's motivators in the two factor theory.

It is clear from earlier research that job happiness influences work output and organizational commitment, both of which reduce employee turnover. In particular, companies should concentrate on the requirements of hospital personnel and provide an atmosphere that will increase job happiness and commitment in hospitals where patient experience is linked to staff satisfaction.

The research has several gaps about sample size, demographic, and instruments for evaluating these aspects influencing work satisfaction. Therefore, further comprehensive research in this domain is required to investigate work satisfaction in hospitals, particularly in teaching hospitals where staff members have the dual duty of providing patient care and instruction.

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