Examining Causal Relationships of Tangible and Intangible Drivers Influencing Performance Assessment and Impacting Job Satisfaction Curve of Healthcare Professionals. A Study Done at Rashid Hospital, a Government Healthcare Facility in the U.A.E

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Abstract — Over the years, many studies have been conducted to comprehend the value of job fulfilment and the impact it has on the employee's job performance. To be able to grasp this concept in the healthcare sector which is remarkably hectic, demanding and time sensitive, the performance of healthcare professionals is key. The cause being that job performance from healthcare professionals are correlated to facets such as efficiency, experience, management and quality which are all interlinked with the safety and well-being of the patients. Hence, the main goal of this research is to recognize the tangible and intangible drivers of job satisfaction and the impact it has on the healthcare professional's performance.

This study was carried out with a deductive approach with methods of both qualitative and quantitative which aided in finding out the literature gap currently present in the healthcare sector. As this study was conducted during the pandemic, the researcher was able to attain 68% of responses out of the 100%. However, with the pandemic, the researcher was able to unravel new variables of job satisfaction amongst healthcare professionals. Multiple theories and models of job satisfaction and job performance were tested to see which one applies to the Rashid hospital, Dubai, UAE. By figuring out the challenges faced by the healthcare professional with and without the pandemic allows the researcher and management team to build improvement plans.

With multiple pie charts, bar charts and a 5-point Likert Scale Analysis Method, ranking and prioritizing the tangible and intangible drivers of job satisfaction amongst healthcare professionals helped to understand the level of impact their current employment has to their performance. With demonstration of summary output, regression analysis, residual output, R square and adjusted R square represents a pure study and validation of results. With the P value being <0.05 proves that this study is significantly strong.

By adding theoretical debates on whether job satisfaction impacts job performance, this study concludes that this is a multifaceted concept and with the appropriate variables and methods, enhancing the performance will be at an advantage. Therefore, it is recommended that healthcare management team provides support in all aspects of the variables to improve the healthcare professional's performance and ultimately increase the well-being of the patients.

Keywords — Healthcare Industry, Healthcare Professionals, Doctors, Nurses, Technicians, Healthcare quality assessment, Job performance, Job fulfilment, Patient safety, Patient well-being, Quality of work experience, Healthcare gaps, Management, Support system, Government hospital, COVID-19, COVID-19 Impacts, Personal healthcare achievements.

I. INTRODUCTION

A. Background of the study

For any corporation to attain victory, it is crucial to appreciate the job gratification level of the workforce and its impact it has on their job performance. Workforce is the most vital resource an organization has which plays a fundamental role in meeting the objectives, mission and vision of the corporation (H, et al., 2010). Employee satisfaction is a broad-spectrum term that defines how gratified an employee is with their current occupation, their experience and the institute they work for. To comprehend the overall condition of a corporation, it is crucial to determine whether the employees are satisfied with their current employment (Bamboo HR, 2019). Having contented workforces has shown visible results in amplified work performance, lessened turnover rate, reduced absenteeism and enhanced customer services (Mrayyan & Al-Faouri, 2008). Habitually, the expression employee satisfaction and employee engagement are used interchangeably due to both having parallel concepts but are defined differently. Employee satisfaction is expressed as the amount to which employees are content with their occupation and work atmosphere while employee engagement is the point to which employees feel impassioned about their occupation and are loyal to the institute to put all the extra determination into their work (Custom Insight, 2019).

B. Company Background

This research will hold a study at Rashid Hospital, UAE to comprehend the healthcare professional's gratification and their effect on their performance. March 1973, when Rashid Hospital inaugurated providing tertiary care level of services to the citizens of UAE. It is the state-of-the-art hospital for delivering emergency and trauma services. Rashid hospital comprises of 762 beds with exceedingly dedicated departments which include of surgery, medicine, ICU, operating theatres and additional clinical support sectors. Rashid hospital which is under the DHA (Dubai Health Authority) govern is also a teaching hospital allowing medical students to pursue their internship and residency in. Rashid hospital holds the position of being one of the most active hospitals for emergency cases with a bed count of 68 and is known as the 'major disaster facility' in Dubai and Northern Emirates (DHA, 2020).

Government sectors fall under the instruction of Ministry of Health and Prevention (MOHP), Emirates Health Authority (EHA), Health Authority – Abu Dhabi (HAAD), Dubai Healthcare City Authority (DHCC - Free zone) and Dubai Health Authority (DHA). With the transformation of healthcare within UAE, it has given origins to many objectives such as constantly refining value of patient care, expansion of accessibility and availability, shifting from governmental sectors to private sectors, executing new ways to finance medical treatments through insurance companies and partnerships with international organizations to mature the healthcare system (Embassy of the UAE, 2020).

Back in 2019, the Gross Domestic Product (GDP) of UAE was at a value of 425 billion US dollars as per the World Bank from (Trading Economics, 2020). This GDP value symbolizes 0.35% of the world economy (Trading Economics, 2020). With escalating proposals from both governmental and private sectors in the UAE, the Compound Annual Growth Rate (CAGR) is calculated to raise about 10% in the period 2019 – 2023 (Industry Research Report, 2020). To understand the value of healthcare in UAE, a study was done by Business Monitor International which demonstrated that the spending for healthcare from UAE had touched a rate of \$13.7 billion US back in 2018. It is expected to see the figure change to \$18.3 billion US by 2023. It is calculated that by 2028, the healthcare expenses will account to 3.6% of the country's GDP (Export Gov, 2019).

Rashid Hospital (DHA, 2020).			
Surgical Department	Medical Department	Critical Care	Clinical Support
<ul style="list-style-type: none"> Emergency Services Trauma and orthopedic Section Vascular Section General Surgery Neurosurgery Section Plastic Surgery 	<ul style="list-style-type: none"> General Internal Medicine Infectious Disease Unit Pulmonary section Cardiology section Psychology section Dermatology 	<ul style="list-style-type: none"> ICU Anesthesia Department 	<ul style="list-style-type: none"> Physical Medicine and rehabilitation section Radiology section Pharmacy Laboratory Clinical nutrition

Table 1: Tabulated by researcher - Rashid Hospital Departments

C. Significance of the Study

The significance of comprehending job satisfaction in healthcare industry is crucial for the hospital management team. As unsatisfied employees can directly disturb the patient's needs, satisfaction and treatment (Kaarna, 2006). In the UAE, tall standard healthcare is provided by government financed services and private health segments. To ensure the safety of all employees and patients, UAE healthcare is measured at a Federal and Emirate level (Embassy of the UAE, 2020). To have a well-defined understanding regarding job satisfaction and employee performance offers an awareness to the hospital management team on what is needed to improve the operation of the hospital and healthcare professionals.

D. Aim of the Research

The drive of this study is to evaluate the tangible and intangible drivers of job fulfillment and its influence on the job implementation among healthcare professionals operating within Rashid Hospital.

E. Scope of the study

The current research will evaluate the tangible and intangible drivers of job satisfaction. This also allows the researcher and readers to appreciate the level of importance each driver has to the healthcare professionals and how it impacts their performance when handling patients.

Tangible and Intangible Drivers
Nature of work / Working circumstances
Health safety
Training
Support of superior management
Growth opportunity
Compensation / Pay
Benefits
Promotion
Flexibility
Relationship with co-workers
Relationship with superior management
Recognition of good work

Table 2: Tabulated by researcher - Tangible and Intangible drivers of Job Satisfaction

F. Limitations

The main drawback when conducting this research was the current pandemic situation (Covid-19) that lead to many obstacles in obtaining data from healthcare professionals. Keeping safety in mind for both the researcher and healthcare professionals, social distancing and online surveys are more practical and functional.

G. Study Gap

Many researches have been conducted in the past concerning job satisfaction and employee performance in many different industries apart from the healthcare industry. This leads to a vast literature gap in understanding what gratifies a healthcare professional and does the job satisfaction level really impact their job performance when handling patients. The research objectives and questions below will aid in comprehending the literature gap.

H. Research Objectives and Questions

Research Objectives	Research Questions
1. To recognize the tangible and intangible drivers of job satisfaction among healthcare professionals in Rashid Hospital.	1) What are the tangible and intangible drivers of job satisfaction among healthcare professionals in Rashid Hospital?
2. To categorize the level of significance of the drivers among healthcare professionals in Rashid Hospital.	2) What is the level of significance of the drivers among healthcare professionals in Rashid Hospital?
3. To ascertain how job satisfaction can impact the performance among healthcare professionals in Rashid Hospital.	3) How does job satisfaction impact the job performance among healthcare professionals in Rashid Hospital?
4. To detect the challenges encountered by the healthcare professionals in Rashid Hospital.	4) What are the challenges encountered by the healthcare professionals in Rashid Hospital?

Table 3: Tabulated by researcher - Research Objectives and Questions

II. LITERATURE REVIEW**A. Introduction**

There have been many researches over the years to fathom whether job fulfillment and job performance are linked together. The target for any corporation is to achieve maximum job performance from their employees (Dugguh & Ayaga, 2014). To accomplish this aim, it is vital for the corporation to comprehend whether their employees are satisfied with their current employment. It is with no doubt that gratified employees lean towards being dedicated, loyal, resourceful and beneficial to their institutes (Dugguh & Ayaga, 2014). To gain such achievement it is fundamental to grasp the differentiation between job fulfillment and job performance. Per (Locke, 1976), 'it is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. Whereas (Rotunda & Sackett, 2002) states that job performance 'is the embracement of evident manners that the employees perceive during their work that let them attain the institutes targets'.

In a healthcare setting, which is remarkably hectic, demanding and time sensitive, the performance of healthcare professionals is key. The cause being that job performance from the healthcare professionals are correlated to facets such as efficiency, experience, management and quality which are all interlinked with the safety and well-being of the patients (Platisa, et al., 2015). With the global outbreak of Coronavirus Disease 2019 (COVID-19), the entire healthcare sector is currently battling against the pandemic (Ali, et al., 2020). As doctors and nurses are forefronts of every hospital, the present-day circumstances raise questions regarding not only the safety of patients but also the healthcare professionals. This is mainly due to the magnification of the risk factors which were already present in the healthcare sectors such as demand for treatment, damage control, support, lack of reward and overtime shifts (Theorell, 2020). This chapter will cover the wide-ranging tangible and intangible drivers and also implement the current pandemic to fully comprehend the drivers of job fulfillment amongst healthcare professionals.

B. Tangible and Intangible Drivers of Job Fulfilment Among Healthcare professionals

As per (Saqib, et al., 2015), the tangible and intangible drivers aid a corporation to boost motivation within the minds of every employee. In respect to this, there has to be an equilibrium concerning the two as per the requirements of the professionals. With high motivation comes in job fulfillment which will positively influence their performance. Tangible drivers refer to rewards which are received in form of income which include wage, welfares, performance incentive while intangible drivers refer to rewards which are unmaterialistic but keeps the employee determined which include of work-life balance, ethics, encouragement, working atmosphere and chance to mature within his/her career (Siddiqui, 2019).

C. Elements Affecting Job Satisfaction

Per (Dugguh & Ayaga, 2014), the elements that affect job satisfaction can be divided into 3 sections.

Environmental Elements (Weiss & Cropanzano, 1996)	Individual Elements (Cote & Morgan, 2002)	Psychological Elements (Wright & Cropanzano, 2000)
<ul style="list-style-type: none"> Communication Employee retention 	<ul style="list-style-type: none"> Emotions Genetics Personality 	<ul style="list-style-type: none"> Lifestyle Family life Community

Table 4: Environmental, Individual and Psychological elements.

As per (Dugguh & Ayaga, 2014), when comparing all elements, communication is the chief component that can affect job fulfillment as it is key within any organization. Communication consists of 2 types such as overburden and underload. Overburden occurs when an employee is burdened with numerous information in a short period which ultimately results in unrefined data or when an employee receives complicated messages that are tough to process. Whereas underload occurs when an employee receives insufficient amount of information and is unable to process them effectively leading to a poor outcome. With poor communication, the employee is finally displeased, aggravated and demotivated with their current employment.

(Brief & Weiss, 2002) explained the role of unenthusiastic and optimistic personalities which are association with job fulfilment. Employees with unenthusiasm have less fulfilment with their current employment as compared with optimistic employees. As for lifestyle and community elements, (Schultz & Schultz, 2010) stated that individuals who are more isolated are more likely to have low job fulfilment, participation and commitment.

D. Elements Influencing Job satisfaction

A study held in Delhi, India by (Kapur, 2018) validated the elements that can influence the job fulfillment, whether it being in a positive or negative way. The elements influencing job fulfillment include:

- Job reassurance
- Opportunities given at work
- Populace management
- Compensation
- Superior support
- Working circumstances
- Job features
- Bond with peers
- Job responsibilities
- Flexibility
- Qualifications of the employee

E. Level of Significance of the Drivers Among Healthcare Professionals

Due to a lack of research done on this topic, to have a full understanding on the level of significance is difficult. However, a study held in Northwest Ethiopia managed to link this study in a hospital. As per (Getnet Gedif, et al., 2018), the overall level of significance for job fulfilment was 54%. This result was then compared with other regions in Ethiopia demonstrating 52.9% in Addis Ababa (ET & AA., 2017), 54.2% in East Gojjam Zone (Haile, et al., 2016) and 50% in India (SSM., 2013). These results were significantly lower than the studies held in Nigeria with 90% (ES., 2018), Eastern India with 59.6% (S, et al., 2016), Nepal with 76% (DK., 2012) and Spain with 77.2% (C, et al., 2013). The reason being the differentiation in the organization of each healthcare sector and the socio-economic features (Getnet Gedif, et al., 2018).

However, a few other studies demonstrated much lower results than the study held in Ethiopia. The level of significance for job fulfilment in Turkey was 45.5% (L, et al., 2004), Sri Lanka 23.7% (SCGaH, 2018), Pakistan with 41% (R, et al., 2013), Northwest Ethiopia with 46.9% (D & H., 2017) and West Ethiopia with 41.46% (BK, et al., 2017). These results differ due to a variation in the study population, time period, different tools used to measure the results and setting.

F. The Impact of Job Fulfilment on Healthcare Professional's Performance

It is crucial to have satisfied healthcare professionals as their performance can directly impact the patient's health and safety (LS, et al., 1985). To comprehend how this research will fit in the literature, many reviews have been done on job satisfaction demonstrating that job fulfillment is directly linked to finest work preparations, judgement making process, efficient communication between workforce and superiors and to voice one's opinion freely (Kaarna, 2006). For every healthcare organization, patient outcomes are the utmost priority. To achieve this, the management team of each hospital need to cater to the requirements of the healthcare professionals as their performance can give the organization the desired patient outcomes and increased quality of work (Janicijevic, et al., 2013).

All healthcare organizations are aware of the risks involved when the healthcare professional isn't satisfied with his/her current employment. Risk of losing the patients life, unable to make the correct decisions for the

patient's treatment and loss of coordination between doctors leading to wrong diagnosis. In a recent study done in United States of America has demonstrated that around 444,000 American deaths have struck each year due to avoidable human medical errors (Deep, 2019).

The current pandemic has proven to have negative psychological effects on the healthcare professionals worldwide. A study held in China, calculated the psychological elements that could disturb the well-being of the healthcare professionals (L-Q, et al., 2020). According to (L-Q, et al., 2020), the variables that were evaluated included anxiety, quality of sleep, depression and stress levels.

Due to the deployment of many healthcare professionals to Hubei - China, a change in behavior was noticed. Job fulfillment was not only concerning the routine elements but this time incorporating anxiety, quality of sleep, depression and stress levels. Due to these factors many healthcare professionals started to show the impact it created on work performance. As the numbers of infective medical staff started to increase, the amount of stress, anxiety and depression crept in (L-Q, et al., 2020). As per (L-Q, et al., 2020) study, emotional distress in healthcare professionals was highly noticed considering the increase in workload and reduced resting period. Working in an inexperienced setting created stress not only within themselves but also the working environment was more critical than usual (Chen, et al., 2020). Due to the shift timings being elongated and the fear build up, led to a decrease in the amount of sleeping hours and insomnia causing a lot of strain on the healthcare professionals mentally and increasing the risk of clouded judgement when dealing with highly sensitive patients (Chen, et al., 2020).

An overview regarding a pandemic's impact of job fulfillment has shown many negative results (Draper, et al., 2008). For instance, a study held in Germany discovered nearby 28% of healthcare workers preferred to end their current employment to save themselves and their loved ones (BP, et al., 2006). Whereas (K, et al., 2005) learnt that the only barrier between a healthcare professional and job fulfillment during a pandemic was fear of being infected and infecting others.

G. The Challenges Encountered amongst Healthcare Professionals

Healthcare professionals play a vital role not only in the healthcare industry but also globally by providing priority care to patients, delivering leadership responsibilities within hospitals and healthcare organizations. Despite this, being a healthcare professional does have a few challenges when achieving full job fulfillment as this profession requires a hand full of devotion and obligation (Gooch, 2015).

As per (Gooch, 2015), (Greiner & Knebel, 2003) and (Becker's Hospital Review, 2016) general challenges of healthcare professionals affecting job fulfillment.	As per (Zhang, et al., 2020), (Greenberg, et al., 2020), (Lodesani, 2020), (Iyengar, et al., 2020), (Vaishya, 2020), (Santos, 2020) & (Vaishya, 2020) pandemic challenges of healthcare professionals affecting job fulfillment.
<ul style="list-style-type: none"> ○ Lack of advancement opportunities ○ Work overload ○ Shortage of staff ○ Poor organizational culture ○ Lack of mentoring ○ Poor personal fit with superiors ○ Limited access to technology ○ Lack of training ○ Compensation ○ Workplace violence ○ Workplace hazards 	<ul style="list-style-type: none"> ○ Shortage of Personal protective equipment (PPE) leading to anxiety ○ Long shifts ○ Violence at work ○ Increased risk of infection ○ Infecting a loved one fear ○ Social and family impacts ○ Depression ○ Clouded judgement due to lack of sleep ○ Turnover intention ○ Fear

Table 5: Tabulated by researcher – Challenges

• General challenges:

According to a (Becker's Hospital Review, 2016)'s study, around 9 challenges were encountered amongst healthcare professionals attaining job fulfillment. Around 51% of healthcare professionals found a rarity in development opportunities in their careers. Due to work overload, around 40% experienced difficulty in attaining job fulfillment and noticed that many professionals thought about quitting their jobs. In agreement with this, another study by (Gooch, 2015) noticed an

additional challenge that reduced their job fulfillment was the poor compensation leading to 40% of professionals identifying this a major challenge. Both (Gooch, 2015) and (Becker's Hospital Review, 2016) agree that having a shortage in staff creates a lot of stress and tension in the working environment leading to dissatisfaction.

Organizational culture is key in any corporation, having a poor culture has been a challenge for around 41% professionals that led them to be displeased. When it comes to mentoring and training, only 37% of professionals felt their corporation offered the chance to mentor whereas 25% felt there wasn't enough mentoring to start with. While for training, only 40% of professional were able to find use in the training programs leaving the rest discontent. About 10% of professionals had a challenge in achieving a bond with their superiors which let them feel a bit abandoned leading to isolation within work (Becker's Hospital Review, 2016).

Together (Gooch, 2015) and (Greiner & Knebel, 2003) mutually agree to the fact that technology accessibility within the healthcare industry is crucial. All patient information and modern medical equipment are vital for any healthcare corporation to gain accomplishment. As per (Gooch, 2015) and (Stocks, et al., 2015), the most dangerous challenge was workplace violence and workplace hazards. A study in US (Gomaa, et al., 2012-2014) stated that during the years 2012-2014, the rate of workplace injuries related to violence were about 10,680 cases. This led to an increase in fear and dissatisfaction.

- **Pandemic challenges:**

According to a research conducted by Dr. (Prof.) Raju (Vaishya, 2020) in India, despite the general challenges healthcare professionals face on a daily, with the pandemic's arrival new challenges are now creating a barrier to achieve job fulfillment and causing an impact on their performance. As per (Zhang, et al., 2020), (Santos, 2020) and (Vaishya, 2020)'s findings, the four most challenging elements are longer shifts with reduced resting time, lack of the PPE leading to anxiety, violence towards the professionals, a possibility of infecting themselves and family and public and family impact.

- **Longer shifts with reduced resting time:** With an increase in the timing puts the professionals on a higher risk of acquiring the virus which eventually tires the professional and leads to an increase of stress and impacting their performance by clouding their judgement (Vaishya, 2020) (Zhang, et al., 2020).
- **PPE:** With the lack of PPE delivered to the healthcare professionals, this leads them to handle this situation accordingly to what supplies are present in front of them. With this in mind it leads to an anxious feeling and increases stress levels by not knowing who has already spread the virus around. With high levels of anxiety and stress the professionals have a hard time processing the patient's details (Vaishya, 2020).
- **Violence towards the professionals:** With the fear buildup of the pandemic within the individuals leads them to violence towards the professionals in order to gain access to healthcare faster or to gain PPE. This eventually leads to a disturbance in the healthcare system and an obstacle for the professional to carry out his/her duty (Vaishya, 2020).
- **Possibility of infecting themselves and family:** Due to the shortages of healthcare professionals in India, the increasing number of cases seems inevitable and requires all human resources to be available and accessible (Vaishya, 2020). Due to fear and anxiety many professionals have sent in their resignations but due to the circumstance the hospitals are unable to accept. With low motivation impacting their performance, it is vital to comprehend that these professionals are also human beings with feelings and have families to feed (Zhang, et al., 2020) (Santos, 2020).

H. Theories of Job Satisfaction

There are numerous amounts of theories which guide the concept of job fulfillment and job performance. Theories play a major share in determining the elements of job fulfillment and its relation with work performance (Khan, et al., 2010). Theories consist of perceptions and principles which are viewed as facts by which prediction and description can be done to selected variables in each setting (Koontz & O'Donnell, 1972). The theories have been placed in two categories as per (Shajahan & Shajahan, 2004) to make it easier to grasp the idea.

Content Theories	Process Theories
<ol style="list-style-type: none"> 1. Maslow's Theory of Motivation/Satisfaction (Maslow, 1943) 2. Herzberg's Two-factor theory (Herzberg, et al., 1959) 3. Theory X & Y (McGregor, 1960) 4. Theory of Needs – Achievement Theory (McClelland, 1961) 	<ol style="list-style-type: none"> 1. Equity Theory (Adams, 1963) 2. Vroom's Expectancy Theory (Vroom, 1964) 3. Goal Setting Theory (Locke, 1968) 4. Job characteristics theory (Hackman & Oldham, 1980)

Table 6: Tabulated by researcher - Content vs. Process Theories

As per (Luthans, 2005), content theories work based on motivational factors for the individual, the needs of the employee, the drivers, encouragements and what they highlight for their job satisfaction to be able to perform efficiently. In line with this argument, (Perry, et al., 2006) state that the desires and aims need to be explained to comprehend how to achieve the ultimate job satisfaction. This research will divide the theories under both sectors.

Content Theories

1) Maslow's Theory of Motivation/Satisfaction:

Many discussions have been led to this date regarding theories of job satisfaction. As per (Wehrich & Koontz, 1993), Maslow's Theory is widely used and is the first to come in mind. However, disagreements have been made declaring that the first job satisfaction theory goes back to the 20th century by (Taylor, 1911) known as Theory of scientific management". (Taylor, 1911) stated that money plays a major role in job fulfillment. This theory was highly condemned by (Mayo, et al., 1924–32) expressing that to attain job fulfillment, apart from money, other factors such as self-confidence, optimistic interrelationships, organization found on comprehending of individual and team behavior play a role. That's when (Maslow, 1943), postulated his theory stating that a five-level hierarchy is all that is looked-for when attaining job fulfillment.

Figure 1: Maslow's Pyramid of Needs (Maslow, 1943). Sourced from (McLeod, 2020)

As per (Maslow, 1943), the base of job fulfillment starts from personal physiological wants, protection needs, a sense of belonging, value level and finally self-actualization. When appreciating this hierarchy, (Luthans, 2005) proposed that once one objective is reached, it has no incentive on job fulfillment and it is mandatory to reach the next objective to attain full job fulfillment. However, (Karimi, 2007) disagrees and states that each objective has to be measured by the individual on the weightage of the objective and significance. Once measured to personal liking, job fulfillment is attainable.

2) Herzberg's Two-factor theory:

Upon researching, (Herzberg, et al., 1959) noticed that facets of jobs purely depend on fulfilment and discontent. He further explained that the byproduct of fulfilment and discontent are hygiene and motivational elements. (Herzberg, et al., 1959) defined motivation as an inward energy that pushes individuals to reach his/her own and organizational objectives. Motivational components are those perspectives of the employment that make individuals desire to perform and provide individuals with fulfillment. While hygiene elements focused more on employment environment, social and personal matters and company policies.

As per (Weir, 1976), he listed (Herzberg, et al., 1959) factors as:	
Motivational elements the lead to fulfilment	Hygiene elements that lead to unhappiness
<ul style="list-style-type: none"> ○ Accomplishment ○ Acknowledgement ○ Employment ○ Duty ○ Opportunity 	<ul style="list-style-type: none"> ○ Pay ○ Observation ○ Working environments ○ Company policies ○ Relationships ○ Rank ○ Safety

Table 7: Tabulated by researcher - Motivational vs. Hygiene elements.

According to (Khan, et al., 2010) and (Getahun, et al., 2007) Herzberg's 2 factor theory is one of the most successful model to comprehend job satisfaction in educational sectors. In line with this argument, (Karimi, 2007) claims that this theory is not verifiable in many folks due to each being different. Having said this, many other reviewers advised that there is no precise technique to quantify the elements of job fulfillment and dissatisfaction.

3) Theory X & Y:

As per (McGregor, 1960), there are 2 assumptions when it comes to job satisfaction which are theory X and Y. This determines that an individual's nature is grounded on few postulations that he/she shapes his/her behavior into.

The postulations can be divided under 2 different sectors as:

- Theory X postulations (McGregor, 1960) (Khan, et al., 2010):
 - i. When an individual detests his/her employment, that individual will avoid it whenever possible.
 - ii. Due to the individual escaping from his/her employment that individual requires to be ordered, guided and threatened in order to attain any work from them.
 - iii. The mediocre individual wishes to be guided rather than taking on responsibility but on the other hand desires security.
- Theory Y postulations (McGregor, 1960) (Khan, et al., 2010):
 - i. Being physical and mindful at work has the same value as play and rest for the individual
 - ii. An individual is ready to exercise self-direction and self-control in order to accomplish his/her goals.
 - iii. The amount of effort the individual puts in attaining his/her goals is equally measured to the amount of rewards received.
 - iv. An individual is ready to learn and discover new ways under any condition.

4) Theory of Needs – Achievement Theory:

(McClelland, 1961) and (Shajahan & Shajahan, 2004), both agree that an individual must have an inward drive to attain success. These individuals crave for personal growth rather than just the prize. That's when (McClelland, 1961) named this theory as Achievement theory. He believed that these individuals have a longing for accomplishment and favor the puzzling work.

This theory includes 3 different motives such as:

- Achievement: is the inward drive to achieve success (Khan, et al., 2010).
- Authority: is an inward yearning to leave an influence and become a leading force to others (Khan, et al., 2010).
- Connection: is the wish for beginning approachable and near associations as these individuals favor cooperative atmospheres than competitive (Khan, et al., 2010).

Process Theories

1) **Equity Theory:**

As per (Adams, 1963) theory there are many elements in the environment that can affect an individual's opinion on his/her current employment. This is measured by an individual's employment input versus employment outcome and is then evaluated to appreciate the fairness present in their current employment.

As per (Adams, 1963):	
Input factors	Output factors
<ul style="list-style-type: none">• Learning level• Comprehension• Ability• Skill• Willpower• Responsibility• Maturity level• Personal input	<ul style="list-style-type: none">• Functioning• Income• Working environment• Coverage• Improvement• Acknowledgment• Place• Prospect

Table 8: Tabulated by researcher - Input vs output factors

As per (Robbins, et al., 2017) in regard to this theory, an individual is fully content when the input and the output has a positive effect on him/her. Consequently (Robbins, et al., 2017) feels that an employee can get this displeased when their inputs are heavier than their outputs. In line with this argument (Perry, et al., 2006), states that employee gratification will only increase when the returns they obtain are appreciated and perceived as reasonable to them regardless of their input and output factors.

2) **Vroom's Expectancy Theory:**

According to (Vroom, 1964), enthusiasm holds a strong hold towards satisfaction. (Vroom, 1964) proposed that to complete a goal an individual must have motivation as a start and then to believe that the aim is worth attaining. This theory incorporates three chief essentials such as Valance, Expectancy and Instrumentality. Valance covers the power of a person's fondness for a precise outcome. Valance involves worth, motivation, manner and expected function. Expectancy signifies the likelihood of an effort that may lead to a positive outcome. Whereas Instrumentality is much like a hierarchy, once level one has been accomplished it will create a desire in the individual to reach level 2 objective (Khan, et al., 2010). As per (Wehrich & Koontz, 1993), (Robbins, 2005) and (Newstrom, 2007) this theory is the most inclusive and complete theory of motivation.

3) **Goal Setting Theory:**

As per (Locke, 1968)'s opinion, he mentioned that Goal setting theory studies the relationship among objectives arranged by the employee and the performance delivery. Theoretically this explains that when an aim is set at a high level in the employee's mind, that individual is obligated to put determination and effort in attaining the ultimate goal. (Perry, et al., 2006) accepts goal setting theory and a study done in eight countries have proven that goal setting theory was used by over 40,000 participants. (Moynihan & Pandey, 2007) believe that self-efficacy impacts a positive performance that continuously increases motivation in employees.

4) **Job characteristics theory:**

In line with the other theories of job fulfillment, (Hackman & Oldham, 1980) argued that there are multiple factors influencing job fulfilment. These factors highly depend on personal growth and psychological improvement. To attain job fulfillment as per Job Characteristics theory, the employees comprehend the character of the job and then identifies his/her responsibility within the organization. The clearer the job characteristics, the more committed the employee resulting in the desire outcome. According to (Hackman & Oldham, 1980)'s research, the motivating factors of the job increases the psychological state of an individual which overall leads to a positive job performance. As per the model, job characteristics comprise of 5 variables, psychological state includes 3 variables and work performance contain 3 variables.

Figure 2: Job characteristics Model, sourced from (Hackman & Oldham, 1980), (Luenendonk, 2017).

Job satisfaction theories that are mentioned above all have one ultimate goal, which is to comprehend the motivational factors and the job fulfillment elements which impact performance level of every individual. While not all models are faultless, each theory carries its own strength and limitations. The topmost variance between all the theories is the ranking of the variables. For instance, content theories focuses on what encourages an employee in his/her current employment while process theories highlight how motivation can have an impact both mentally and tangibly (Newstrom, 2014).

I. Employee Performance

Performance has many meanings when it comes to philosophies and concepts. In (Dugguh & Ayaga, 2014) Journal, Kane (1996) had stated that performance is what individual leaves behind and has no attachment with drive and that it is simply an outcome. While (Campbell, et al., 2003) argues that performance is a type of observational behaviour that individuals grasp on and implement to achieve the targets for the company and themselves. Similarly, (Murphy, 1989) underlines that employee performance should solely concentrate on human behaviors rather than results. Conflicting to this, (Motowidlo, et al., 1997) states that behavior shouldn't be specifically focused on but there should be a way to measure performance.

Over the years, many measurement tools have been developed to measure the performance of an employee. These include 'Brief Index of Affective job Satisfaction' (BIAJS) and 'Job Descriptive index' (JDI). BIAJS measures the inner reliability of the employee, progressive constancy, employment level and employment type. While JDI focuses on intellectual factors which include wage, promotions, associates, management and the occupation (Dugguh & Ayaga, 2014).

J. Connection Between Job Fulfilment and Work Performance

Per (Dugguh & Ayaga, 2014) job fulfillment has a vital share in the performance of the individual in regard to output, competence, relations with peers, nonattendance and turnover. On the other hand, (Vroom, 1964) mentioned that employee performance is just the by-product of employee satisfaction. If corporations can satisfy their employees, they will attain the performance they desire. While (Strauss, 1968) argued that a satisfied employee can be more beneficial but is not linked with the performance given by the employee.

Regarding the healthcare industry, a study was done in Saudi Arabia (Ahmadi, 2009), which linked job fulfillment to the performance of the nurses which agreed with what (Dugguh & Ayaga, 2014) had mentioned. (Kahya, 2008) study also demonstrated a strong association between job fulfillment and performance. In response to these analyses, many researchers have proposed different models to appreciate the connection amongst job fulfillment plus employee performance (Judge, et al., 2001). The figure below presents 7 different models:

Figure 3: Relationship model amongst Job fulfillment and Work Performance proposed, Sourced from (Judge, et al., 2001)

Model 1: Signifies that job fulfilment produces job performance.

As per (Judge, et al., 2001), model 1 proposes that there is a definite outcome of occupation fulfillment on occupation performance. This model is one of the aged representations of all analyses and is ascribed towards human associations and actions. In agreement to this statement, (Strauss, 1968) specified that individuals observe the concept of confidence and productivity straightforwardly. This signifies that when the confidence is high, productivity will increase simultaneously. However, (Strauss, 1968) also mentioned that performance leads to satisfaction but not vice versa.

Model 2: Implies that work performance leads work fulfilment.

In psychology, attitude and behavior relationship investigation is quite prominent and has anticipated that the connection is truly from attitude to behavior. However, many researchers have questioned this statement such as (Olsan & Zanna, 1993). They examined many concepts that disagree and state that attitude of an

individual shadow behavior. In line with this statement, (Naylor, et al., 1980) commented that fulfilment comes from the returns generated by performance.

In regard to model 2, (Lawler. E. E. & Porter, 1967) stated that performance leads to job fulfilment when there is a presence of intrinsic and extrinsic returns. There have been many discussions on finding a relation between the two elements. Around 9 studies examined this link in which (Brown, et al., 1993), (B., et al., 1998), (R., et al., 1989) and (A. & Hartman, 1984) announced that job performance does indeed lead to fulfilment while (Dubinsky & Hartley, 1986), (Behrman & Perreault, 1984), (Brown & Peterson, 1994), (D. & Somers, 1993), (J. & Skinner, 1984) stated that there was no connection between the two elements. Though many assumptions have been made, firstly it is important to keep in mind that not all connections are proven valid. Secondly, in some of the cases which stated that there is no association between fulfilment and performance, it cannot be settled that zero connection exists. In fact, in these readings, there was a meaningful association amongst the two elements however due to a lack of external variables, the influence on the association was low (Judge, et al., 2001).

Model 3: Job fulfilment and job performance are equally linked.

As per (Judge, et al., 2001), model 3 has no support theoretically, rather it is a fusion of model 1 and 2 which is recognized by those individuals who believe that both principles and justifications are conceivable and that performance can be equivalently gratifying and in turn caused by fulfilment also. Due to a lack of theoretical support, many researchers investigated this model leading to multiple statements. Within the investigation, (Bagozzi., 1980) and (Siegel. & Bowen, 1971) stated that high performance ultimately leads to fulfilment but not vice versa. Though (Sheridan & Slocum, 1975) gave a limited backing to model 3, (Wanous, 1974) discovered a connection but it was reliant on the nature of fulfilment. For instance, for an extrinsic fulfilment, satisfaction leads to high performance while for intrinsic fulfilment, high performance leads to satisfaction. Lastly, (Prestwich., 1980) specified that there is no significance in model 3.

Model 4: Indicates that work fulfilment and work performance have a spurious connection.

As said by (Cohen & Cohen., 1983), a connection is perceived when job fulfilment and job performance have a third link to it by an unmeasured variable. This unmeasured variable can be many things such as self-confidence, job participation or commitment to the organization. At first when (Gardner, et al., 1987) investigated model 4, they found that indeed fulfilment and satisfaction does have a link but when (Gardner & Pierce, 1998) introduced an external variable such as self-confidence, the influence affected fulfilment and performance separately rather than together. This led to (Keller, 1997) considering other variables which were job participation and commitment to the organization, which resulted in the same statement as (Gardner & Pierce, 1998).

Model 5: Indicates the connection among job fulfilment and job performance is dependent on an external variable.

When comprehending the link between job fulfilment and job performance, many researches use external variables. For instance, incentive contingency is frequently used as many studies have postulated that one of the ways performance can be linked to fulfilment is to understand that individuals prefer to be compensated based on their performance in the organization (Judge, et al., 2001). Other researchers such as (Korman, 1970) states that the variable in this model should be self-confidence. Where self-confidence plays a major role in how the individual presents him/herself and this impacts on how they will perform. A few other variables include acknowledgements and occupational tenure (Norris & Niebuhr, 1984), cognitive ability (Varca & James-Valutis, 1993), demand for success (Steers, 1975), profession phase (Stumpf & Rabinowitz, 1981) and time burden (Bhagat, 1982).

Model 6: Reveals a lack of connection concerning job fulfilment and job performance.

According to (Greenberger, et al., 1989)'s study, there was no investigation regarding job fulfilment and performance rather it was more focused on control - fulfilment and control – performance. Some authors ignore this connection and prefer to investigate other theories due to inconvincible statements. Although these assumptions might vary in validity, current studies on this model are limited (Judge, et al., 2001).

Model 7: Reconceptualizing work fulfilment plus work performance.

Some argue that it is not accurate to consider a correlation between fulfilment and performance rather that attitude leads to a high performance only when it is reconceptualized (Judge, et al., 2001). In response to

reconceptualizing attitudes,(George & Brief, 1996) and (Staw, et al., 1994) have hypothesized a relation between feelings and performance. They postulated that with optimistic feelings during employment led to satisfying job outcomes. (Wright & Staw, 1999) reviewed this hypothesis and stated that when employees with optimistic affect may be more encouraged as per the theories of motivation which comprise of expectancy theory and goal setting theory.

Whereas for reconceptualizing performance, (Organ, 1998) proposed that the reason for failure in searching a correlation among fulfillment and performance is due to the slim resources often used to describe performance. Due to this, (Borman & Motowidlo, 1993) expanded the field and incorporated behavior. With this being said, (Organ, 1998) stated as performance is being reconceptualized largely, inclusion of performance and behavior will only expand the connection with job fulfillment.

While some models acknowledged support more than others, studies have not delivered definite validation or disconfirmation of any model. This is mostly due to the reason that most of these models have been hypothesized by researchers or have not been methodically verified (Judge, et al., 2001).

K. Critical Findings

This study covers many aspects of the healthcare sector which includes of the tangible and intangible drivers of job fulfilment, the level of significance regarding the drivers, how job fulfilment impacts the work performance and the challenges the healthcare professionals face and are currently facing with the pandemic. The purpose of this study allows readers and other researchers understand the relationship between a healthcare professional and their fulfillment towards their current employment and how it impacts their work performance on a daily and during a pandemic. With the knowledge of theories and real-life data from multiple studies aids in understanding how realistic these theories are and are they really valid to the current time period.

L. Gap Analysis

Due to the fact that this type of study has not been focused in the healthcare sector shows how much of a gap there is that needs to be filled. Researchers should address job fulfilment and its impact on their performance in the healthcare industry as it allows the healthcare sector to not only develop the quality but also the efficiency of healthcare professionals and patient care. Despite the outcomes generated from this research, it should be kept in mind when understanding and generalizing the results highly due to the limitations of the pandemic. Therefore, it is recommended that future studies explore these variables as they may unravel more elements when dealing with healthcare professionals job fulfilment levels.

III.METHODOLOGY

A. Research Philosophy and Approach

When commencing a research, it is crucial to study all research models as these parameters aid in defining the observations, statements, principles and nature of authenticity. These are the factors that impact the way the research is proposed and written. Therefore, it is vital to comprehend and review these facets to safeguard that the researcher's biases are comprehended, visible and lessened (Flowers, 2009). Per (James & Vinnicombe, 2002), they identified that all individuals have characteristic favourites that structure the way the research is written. While (Blaikie, 2000) claims that these facets are just selections, the researcher can consider and demonstrate orientation to these choices back to the original research problem as these facets are related to social science which introduces a free will element.

Figure 4: Onion Research by (Saunders, et al., 2012)

Choosing a suitable research philosophy in any study is crucial as it helps the readers understand the researcher's ways of data collection, analysis of data and how the data is used and compared with theories (Saunders, et al., 2012). The above image demonstrates the various elements that are required in a study. As for the research philosophy in this study, pragmatism is recommended as it can aid in understanding the different theories, challenges and numerous realities while linking it with real life figures (Saunders, et al., 2012).

The research models consist of the research strategy, axiology, ontology and research approach. To have a better appreciation of these terms it is key to understand the definition of each.

- Research Strategy:
is when the research can be carried quantitatively, qualitatively or mixed. For **Quantitative** method, it is always linked with numerical analysis, calculations and statistical analysis (Surendran, 2017). As for **Qualitative** method, data can be gathered by observation and recordings in a non-numerical way (Surendran, 2017).
- Axiology:
is the study of value of nature which is also known as value theory. This consists of 2 sectors such as ethics and aesthetics. Ethics involve the reading of human manners which include right actions against wrong, the suitable, the desirable and actions that are either blamable or commendable. Whilst aesthetics is the analysis of value in skills, beauty, decisions, sentiments and logic (Archie & Lee, 2007).
- Ontology:
is the description of an individual's view on the nature of truth. Whether this is an objective ontology that is the reality which independently exists or a subjective ontology which is an assumption created in the individual's mind (Flowers, 2009).
- Research Approach:
is the approach of how the research will be written. The research can be approached in 3 different ways such as deductive, inductive and abductive. Deductive is a way to test the validity of the theories in hand while inductive is the rise of new theories. Abductive which is often less used always starts with surprising facts and the entire research is explaining those new theories (Bryman & Bell, 2015).

Process of Current Research			
Research Strategy	Axiology	Ontology	Research Approach
Mixed Methods Quantitative & Qualitative	Value Nature	Objective	Deductive Approach

Table 9: Process of current research

It is vital to run the research by value nature to respect the ethical conditions of the hospital and healthcare professionals in order to have an aesthetically pleasing research. This study is carried with an objective ontology as it is vital to fill the gap of literature by eliminating assumptions of the research and studying the reality of the healthcare professionals. As this study includes multiple theories, it is best to test all theories to see which theory accommodates the job fulfilment of healthcare professionals. To use pragmatism philosophy and a deductive approach aids the researcher many folds due to both of these elements agree that testing theories and linking the figures to real life helps to uncover many hidden realities.

B. Methodology

As per (Brown, 2006), Methodology is the “logical framework within which the research is conducted or the groundwork upon which the research is based on”. This research is conducted through a mixed method where integration of **Quantitative and Qualitative** will take place.

Primary Data – Mixed Method Strategy

As this research is conducted as a mixed method, the sources of each will be different.

○ For Quantitative:

A detailed questionnaire is generated to comprehend the tangible and intangible drivers of job satisfaction, the level of significance of the drivers, how job satisfaction can impact the performance and detect the challenges faced by the healthcare professionals in Rashid Hospital. Due to the current Covid-19 situation, the questionnaire generated online is submitted to the healthcare professionals via online platforms. The questionnaire is generated by the researcher using **Google Forms**. All information gathered is put in the Statistical Package for Social Sciences (**SPPS**) analysis tool to generate all results in a faster and more convenient manner. SPPS acknowledges the descriptive statistics in measures of percentages, frequencies and charts that are helpful in analyzing the data.

○ For Qualitative:

With the aid of qualitative method, interviews are taken to comprehend the actual situation of the healthcare professionals regarding their satisfaction and performance. With the advantage of interviews, the researcher has a better appreciation and more coverage. The interview is short and mainly focused on the same idea as the questionnaire.

C. Population and Sampling Methods

The primary data is sourced from the healthcare professionals in **Rashid Hospital**. The questionnaire is sent to **7 departments** within the hospital. By having records from these departments allows the researcher to have extended exposure and a better understanding. As for the **Sampling Method**, stratified random sampling – Disproportionate is used to allow the researcher to ensure the results obtained from the respondents cover many variables within the population.

Sample Size of 100 Healthcare Professionals			
Questionnaire		Interview	
Department	Population	Department	Population
1. Emergency Department	97 (Doctors & Nurses)	1) Hospital Management Team	3 (Doctors & Nurses)
2. Internal Medicine		2) Emergency Department	
3. Surgery		3) Internal Medicine	
4. Operation Theatre			
5. ICU			
6. Lab			
7. Radiology			

Table 10: Sample Size

D. Time Horizon

As for the time horizon, this research is a cross sectional study due to the time limit of 6 months and the data collection is not taken over a couple of years.

E. Reliability, Validity and Ethics

To ensure validity and reliability of the data collected from the questionnaires and interviews, both the questionnaires and interview questions are submitted to the Hospital beforehand. With the approval of the the questionnaire and interview questions, data collection is commenced. The following ethics are followed:

- Mutual respect is held between researcher and respondent.
- Full consent is taken from all respondents.
- All resources are cited within the research.
- Researcher pledges to trustworthiness and fairness when taking in data.
- Researcher will avoid bias during collection of data.
- No respondent is pressurized to answer the questionnaire or the interview.
- The healthcare professional is informed beforehand about the questionnaire so time is not wasted and the staff is not surprised.
- Respondents are not harmed in any way to answer the questionnaire.
- Anonymity is held strong for all respondents.
- Privacy and confidentiality of each respondent's answer is held.
- Respondents have the right to withdraw from the study any given time.
- No unpleasant, discriminatory or other unaccepted language is used in answering the questionnaires and interviews.

F. Resource Access

Primary Data:

- Questionnaires from healthcare professionals in Rashid Hospital.
- Interviews from the management team of Rashid Hospital.

Secondary Data:

- Journal articles with similar concept to the current research.
- University e-library to access journal articles and other researches.

G. Arrangements

- Computer access for all respondents since the questionnaire is online due to the current covid-19 situation. This is for the safety all respondents and researcher.
- Good Wi-Fi connection for the respondents to answer the questionnaires without any Wi-Fi lag.
- All respondents to be informed beforehand regarding the questionnaire and interview.
- Appointments to be set with the management team for their interviews to avoid interrupting in their busy schedule and to obtain all full answers to the interview in time.

H. Limitations

Due to the pandemic, researcher was unable to physically be present within hospital premises during the take of this study. For the safety and protection of all healthcare professionals, patients and researcher the questionnaire was switched to an online platform and all surveys were submitted to the respondent via google forms link and all interviews are taken over virtual calls. The pandemic also increased the waiting time to get all approvals as the healthcare professionals and the hospital management team were occupied by COVID-19.

IV. DATA PRESENTATION

A. Introduction

This chapter will represent and analyze the data from qualitative and quantitative collection over a period of 40 days. The data was extracted in a way that it covered all four objectives of this study. Due to the current circumstances of the pandemic, to attain 100% responses was inaccessible however, fortunately 66% was achieved through quantitative method and 2% was attained through qualitative method. Resulting in a total response rate of 68%. With the aid of Google forms and Microsoft teams, the distribution of surveys and interviews was much simpler and safer via online platform.

B. Socio-Demographic Analysis

In Rashid Hospital, respondent classification, was broadly divided as per age, gender, department, position of respondent and the number of years working. The age group that were selected were from 20 and above. The graph below demonstrates that the majority of the respondents were aged 31-40 years at 37.9% and respondents aged 41-50 years at 40.9%. The remaining respondent grouped under minority section included 20-30 years at only 7.6% plus 51 and above at 13.6%.

Figure 5: Age Group of respondents

As for the gender, the majority of respondents were females at the rate of 72.7% while men represented 27.3% as demonstrated the in the figure below.

Figure 6: Gender of respondents

When conducting the study, the surveys were distributed within 11 departments. The majority of the responses were received from the ward at 48% followed by the pathology lab at 11% and in the third highest came the ICU at 9%. The remaining divisions included the Neurosurgical department (8%), Emergency department (6%), Radiology (5%), Respiratory lab (5%), Lab (3%), Cardiology department (3%), Orthopedics (1%) and the Operation Theatre (1%).

Figure 7: Departments of the respondents.

The participants that were involved in the quantitative study included 11 physicians, 39 nurses, 7 technicians, 4 therapists, 2 phlebotomists, 1 clinical scientist and 2 from the administration division.

Figure 8: Position of the Healthcare Professional

As for the number of years each participant working in Rashid hospital, it was noticed that the healthcare professionals have been working for at least 13 years (mean = 12.34) in the same hospital as demonstrated below.

Figure 9: Number of years working in Rashid Hospital.

Socio – Demographic Data - Number of years working in the Rashid Hospital	
Mean	12.34848485
Standard Error	0.849102755
Median	13
Mode	13
Standard Deviation	6.898143394
Sample Variance	47.58438228
Kurtosis	-0.16656066
Skewness	0.523005877
Range	28
Minimum	1
Maximum	29
Sum	815
Count	66
Confidence Level(95.0%)	1.695775301
Coefficient of variance =	
	0.558622655
	55.86226552

Figure 10: Number of years working in Rashid Hospital - Descriptive Statistics.

C. Analysis of graphs concerning Objective 1 - To recognize the tangible and intangible drivers of job satisfaction among healthcare professionals in Rashid Hospital.

To have an extensive understanding regarding the tangible and intangible drivers of job fulfilment amongst healthcare professional, the survey explored around 16 variables. In this section, 3 graphs represent and correlate with objective 1.

Figure 11: Tangible and intangible drivers of job fulfilment amongst healthcare professional.

In the above figure 11, all healthcare professionals were asked to choose which variables help them attain job fulfilment. The variable which was noticed the highest rated amongst the 16 included relationship with co-workers ($n = 48$, 72.7%), nature of work ($n = 47$, 71.2%), general support of superior management ($n = 40$, 60.6%) and relationship with superior management ($n = 40$, 60.6%). The variable which was noticed the middle rated amongst the 16 comprised of general health safety ($n = 39$, 59.1%), health and safety amid COVID-19 ($n = 38$, 57.6%), training ($n = 29$, 43.9%), support of superior management during COVID-19 ($n = 35$, 53%) and recognition of good work ($n = 37$, 56.1%). The variable which was noticed the lowest ranked amongst the 16 involved growth opportunity ($n = 27$, 40.9%), pay ($n = 25$, 37.9%), general benefits ($n = 27$, 40.9%), benefits during COVID-19 ($n = 16$, 24.2%), general promotion ($n = 14$, 21.2%), promotion during COVID-19 ($n = 4$, 6.1%) and flexibility ($n = 26$, 39.4%).

With the understanding of figure 11, the healthcare professionals were then asked to rate which variables are they currently pleased, displeased and undecided within Rashid Hospital.

Figure 12: Fulfilment level of each variable.

In the above figure 12, it is noticed that majority of the healthcare professionals were leaning highly towards 'pleased' status, although a marginal section of the identified respondents did indicate 'displeased' state of response which motivated the researcher to understand the core issues and concern areas. To comprehend this graph, it has to be divided into 3 sections. Section 1 discusses pleased healthcare professionals; section 2 discusses undecided healthcare professionals and section 3 discusses displeased healthcare professionals.

As for section 1, high ranked pleased included 10 variables such as nature of work ($n = 52$), general health safety ($n = 58$), health and safety amid COVID-19 ($n = 54$), training ($n = 40$), general support of superior management ($n = 51$), support of superior management during COVID-19 ($n = 52$), flexibility ($n = 42$), relationship with co-workers ($n = 58$), relationship with superior management ($n = 54$) and recognition of work ($n = 47$).

While the low ranked pleased included 6 variables such as growth opportunity ($n = 30$), pay ($n = 28$), general benefits ($n = 30$), benefits during COVID-19 ($n = 32$), general promotion ($n = 23$) and promotion during COVID-19 ($n = 23$).

<i>Pleased</i>	
Mean	41.70588235
Standard Error	3.009500528
Median	42
Mode	52
Standard Deviation	12.40848856
Sample Variance	153.9705882
Kurtosis	-1.559675743
Skewness	-0.170280419
Range	35
Minimum	23
Maximum	58
Sum	709
Count	17
Confidence Level(95.0%)	6.379856116
Coefficient Value	0.297523703
	29.7523703

Figure 13: Fulfilment level of pleased healthcare professionals – Descriptive statistics

As for section 2, high ranked undecided include the same as the low ranked pleased variables but with different numbers. For instance, growth opportunity (n = 25), pay (n = 29), general benefits (n = 29), benefits during COVID-19 (n = 21), general promotion (n = 27) and promotion during COVID-19 (n = 28). While on the other hand the undecided low ranked included the same high ranked pleased variables with different numbers.

For instance, nature of work (n = 12), general health safety (n = 8), health and safety amid COVID-19 (n = 10), training (n = 21), general support of superior management (n = 10), support of superior management during COVID-19 (n = 11), flexibility (n = 21), relationship with co-workers (n = 7), relationship with superior management (n = 9) and recognition of work (n = 13).

<i>Undecided</i>	
Mean	18
Standard Error	2
Median	21
Mode	21
Standard Deviation	8.246211251
Sample Variance	68
Kurtosis	-1.793881303
Skewness	0.049265049
Range	22
Minimum	7
Maximum	29
Sum	306
Count	17
Confidence Level(95.0%)	4.239810598
Coefficient Value	0.458122847
	45.81228473

Figure 14: Fulfilment level of undecided healthcare professionals – Descriptive statistics

As for section 3, high ranked displeased included growth opportunity (n = 12), pay (n = 14), benefits during COVID-19 (n = 14), general promotion (n = 18) and promotion during COVID-19 (n = 16). Whereas low ranked displeased included nature of work (n = 3), general health safety (n = 2), health and safety amid COVID-19 (n = 4), training (n = 6), general support of superior management (n = 6), support of superior management during COVID-19 (n = 4), general benefits (n = 8), flexibility (n = 5), relationship with co-workers (n = 2), relationship with superior management (n = 4) and recognition of work (n = 7).

Displeased	
Mean	7.764705882
Standard Error	1.235294118
Median	6
Mode	4
Standard Deviation	5.093248126
Sample Variance	25.94117647
Kurtosis	-0.635891461
Skewness	0.808025859
Range	16
Minimum	2
Maximum	18
Sum	132
Count	17
Confidence Level(95.0%)	2.618706546
Coefficient Value	0.655948622
	65.59486223

Figure 15: Fulfilment level of displeased healthcare professionals – Descriptive statistics

With mean calculated for each section in figures 13, 14 & 15, reflection of pleased mean is 41.7, undecided mean is 18 and displeased mean is 7.7. This demonstrates that the healthcare professionals are either highly pleased and/or undecided.

SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.793154762
R Square	0.629094476
Adjusted R Square	0.604367441
Standard Error	5.186811543
Observations	17

ANOVA					
	df	SS	MS	F	Significance F
Regression	1	684.4547902	684.45479	25.44156542	0.000145454
Residual	15	403.5452098	26.903014		
Total	16	1088			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	8.028911565	2.34316261	3.42652769	0.0037481	3.034578684	13.02324444	3.034578684	13.02324444
Displeased	1.284155329	0.254592522	5.04396327	0.000145454	0.741504213	1.826806444	0.741504213	1.826806444

RESIDUAL OUTPUT		
Observation	Predicted Undecided	Residuals
1	11.88137755	0.118622449
2	10.59722222	-2.597222222
3	13.16553288	-3.16553288
4	15.73384354	5.266156463
5	15.73384354	-5.733843537
6	13.16553288	-2.16553288
7	23.43877551	1.56122449
8	26.00708617	2.992913832
9	18.3021542	10.6978458
10	26.00708617	-5.007086168
11	31.14370748	-4.143707483
12	28.57539683	-0.575396825
13	14.44968821	6.550311791
14	10.59722222	-3.597222222
15	13.16553288	-4.16553288
16	17.01799887	-4.017998866
17	17.01799887	7.982001134

Figure 16: Summary output, Regression analysis, ANOVA & Residual Output for Pleased, Undecided & Displeased figure.

Figure 16 demonstrates the summary output, regression analysis, residual output. In the regression statistics, the R square is 0.629 (62.9%) and adjusted R square is 0.604 (60%) representing a pure study and validation of results. By Anova statistics, the F value is 25.4415 and the P value intercept is 0.003 and P value dispensed is 0.00001. With the P value being <0.05 proves that this study is significantly strong.

Figure 17: Displeased Line Fit Plot

Figure 17 displays the displeased line fit plot. The linear line represents the predicated undecided, the green box represents 'goodness of fit' and a linearity of correlation between respondents who remained undecided or where the responses remain neutral but indicating predictable undecidedness. So, the predicated undecided and the pink represents the actual undecided. The results show that the actual undecided pink blocks are the same as the predicted undecided green blocks and predicted linear line. To conclude objective 1, the last question regarding this objective was asked in general how fulfilled the healthcare professionals are with their current employment in Rashid hospital.

Figure 18: How satisfied are the healthcare professionals with their current employment at Rashid Hospital.

Results expressed that around 82% are pleased while 12% are undecided and 6% are displeased with their employment at Rashid Hospital. This outcome reinforces the validity of the test and responses scrutinized based on p value and R-Square and F value correlations.

D. Analysis of graphs concerning Objective 2- To categorize the level of significance of the drivers among healthcare professionals in Rashid Hospital.

In relation to objective 2, the healthcare professionals were asked to rate the level of significance each variable held for them. With this information, it can aid in comprehending what really is significant to healthcare professional in depth.

Figure 19: Level of significance - Part 1

Figure 20: Level of significance - Part 2

Bar charts indicate the representation of data collection and cross tabulation conducted using a 5 point Likert Scale Analysis Method that ranked and prioritized the most significant and least significant variables impacting job satisfaction amongst healthcare professionals. As per figure 19 & 20, to comprehend these figures it's easier to divide it to the level of significance. Level 1 which is most significant, level 2 which is significant and level 5 is least significant.

As for the most significant level 1, the high ranked were 7/16 variables. These include nature of work (n=26), general health and safety (n=28), health and safety amid COVID-19 (n=27), support of superior management during COVID-19 (n=29), pay (n=18), relationship with superior management (n=23) and recognition (n=23). This signifies that the healthcare professionals' significant priorities lie within these 7 variables to attain job fulfilment.

Comparing level 1 to significant level 2, the middle high ranked are 8/16. These comprise of training (n=20), general support of superior management (n=25), growth opportunity (n=20), general benefits (n=22), benefits during COVID-19 (n=18), general promotion (n=18), flexibility (n=24) and relationship with co-workers (n=26). As for promotion during COVID-19, it was ranked average significance (n=21)

Competing level 1 to level 5, these are ranked from highest to lowest to comprehend how many healthcare professionals least signify each variable. These include promotion during COVID-19 (n=12), relationship with superior management (n=9), relationship with co-workers (n=9), general promotion (n=9), recognition (n=7), pay (n=7), health and safety amid COVID-19 (n=7), general support of superior management (n=7), support of superior management during COVID-19 (n=6), growth opportunity (n=6), general benefits (n=6), benefits during COVID-19 (n=6), nature of work (n=6), training (n=6), general health and safety (n=4) and flexibility (n=4).

This demonstrates that healthcare professionals understand the value of each variable when it comes to job fulfilment and know how to prioritize their tangible and intangible drivers.

E. Analysis of graphs concerning Objective 3 - To ascertain how job satisfaction can impact the performance among healthcare professionals in Rashid Hospital.

In association with objective 3, the healthcare professionals were asked whether the variables have a positive or negative impact on their performance and if generally does their job fulfillment level really have an impact on their performance.

The below figure 21 represents each variable with a positive and negative level.

Figure 21: Tangible and intangible drivers positive/negative impact on the healthcare professionals.

Positive Impact		Negative Impact	
Mean	56.41176471	Mean	9.647058824
Standard Error	1.517202397	Standard Error	1.521756861
Median	57	Median	9
Mode	62	Mode	4
Standard Deviation	6.255585739	Standard Deviation	6.274364275
Sample Variance	39.13235294	Sample Variance	39.36764706
Kurtosis	-0.97864296	Kurtosis	-1.035485556
Skewness	-0.571082248	Skewness	0.537309226
Range	19	Range	19
Minimum	46	Minimum	1
Maximum	65	Maximum	20
Sum	959	Sum	164
Count	17	Count	17
Confidence Level(95.0%)	3.216325402	Confidence Level(95.0%)	3.225980434
Coefficient value	0.110891509	Coefficient value	0.650391419
	11.08915095		65.03914188

Figure 22: Tangible and intangible drivers positive/negative impact on the healthcare professionals. - Descriptive Statistics

In reference to figure 21 and 22, it is a noticeable difference between the positive (mean = 56.4) and negative impact (mean 9.6) on the healthcare professionals. The highest ranked positive impact was given by the nature of work (n=65), general health and safety (n=62), general support of superior management (n=62), support of superior management amid COVID-19 (n=62), relationship with co-worker (n= 62), relationship with superior management (n=62) and health safety amid COVID-19 (n=60). However, for the negative highest rank impact, this included pay (n=20), general promotion (n=20), promotion during COVID-19 (n=20) and growth opportunity (n=17).

This reflects that the pay, lack of promotion and growth opportunity causes a negative impact on healthcare professionals which decreases motivation to work. This can harm the performance level and have a direct impact on patient care, their treatment and well-being. However, the positive impacts overcome the negative impacts and compensate the lack of motivation and pushes the healthcare professional to work harder. To fully comprehend this idea, the healthcare professionals were asked if they have an impact due to these variables in a general overview.

Figure 23: Job satisfaction impact on job performance?

F. Analysis of graphs concerning with Objective 4- To detect the challenges encountered by the healthcare professionals in Rashid Hospital.

To understand the challenges faced by the healthcare professionals in Rashid Hospital, they had to have an open space to reflect on what they are currently facing.

Figure 24: Challenges faced by the healthcare professionals in Rashid Hospital.

The above figure 24 summed up all the challenges felt mostly during COVID-19. The highest to lowest rank challenge involves lack of appreciation at work ($n = 28$, 15%), lack of promotion opportunities during COVID-19 ($n = 24$, 13%), increased risk of health and safety amid COVID-19 ($n = 24$, 13%), lack of recognition at work ($n = 23$, 12%), increased biasness ($n = 22$, 12%), lack of benefits provided during COVID-19 ($n = 22$, 12%), teamwork hassle during COVID-19 ($n = 19$, 10%), lack of counselling in difficult times ($n = 14$, 8%), others ($n = 5$, 3%) and some has no challenges ($n = 4$, 2%).

Most of the challenges were found to be within the COVID-19 period as stress levels within all departments would have risen by 100 folds. Here is where these healthcare professionals mentioned that this is due to COVID-19 and were then asked what can be improved for them in order to reduce these challenges and attain job fulfilment.

Figure 25: Improvement ideas for the challenges faced by healthcare professionals.

Once the healthcare professionals were given freedom to express their improvement ideas, they came up with many which was then merged as seen in figure 25. Most of them mentioned an increase in promotion (n = 17) and increase in recognition of the hardworking staff (n = 13).

G. Interview Session

With the aid of interviews, data can be interpreted in a completely different way. The interviews that were taken were from the nursing supervisor in the Cardiology department and the charge nurse from the Neurosurgical ICU. To make both aspects equal, long term employees (>10 years) were chosen to understand through their experiences in Rashid hospital. Both genders were asked regarding the tangible and intangible drivers that define their job fulfilment. Both candidates chose all 16 variables however the charge nurse excluded promotion during COVID-19 and health and safety amid COVID-19.

As for the level of significance for each variable, both candidates had given a score from 1- 3 and mostly all of the variables were told has given them a positive impact throughout their years in Rashid hospital. The Nursing supervisor did point out that even though “*During COVID, all training courses and conferences are stopped. This is for the benefit and safety of staff members; this is why this is a positive impact rather than a negative impact. As for the promotion during COVID-19, it comes under negative impact.*”

The researcher questioned the charge nurse “According to you, what can cause dissatisfaction in an employee and can it really affect their job performance?”

Charge Nurse: “*Yes, surely there will be an impact on the job performance. The elements that can cause dissatisfaction is: Unpleasant nature of work, no recognition according to their gain, if anything goes wrong, they should not be blamed upon rather they should be corrected in a good manner. We have to support the staff physically, No torturing mentally. We need to Rectify, and We have to take a decision to bring them up in a positive manner and give them strength to keep the mind positive.*”

Both candidates were questioned “According to you, what are the challenges faced by healthcare professionals when achieving job satisfaction?”

Charge Nurse: *“Mainly the load of the work what we have, but the manager is really supporting, and the manager is recognizing the work we do. The effort which is taken by employee should be measured and validated. If any gaps found that must be corrected in good term and should not be demotivated for any reason. If we feel anyone is ill health and unhappy, we have to rectify the situation and bring them in a healthy state of mind.”*

Nursing Supervisor: *“Lack of promotion opportunities during covid-19”*

Both candidates were questioned “In your opinion, what can change or improve these challenges?”

Charge Nurse: *“Periodic meeting, Counselling, Expert opinion, give opportunity to the employees to open up the feeling and maintain a trust with them, Identify the gap and mistakes & explain them with clear rectification. Then correct it with correct points for future. Make them know the gap and overcome the gap. If they correct next time to give motivation with appreciation.”*

Nursing Supervisor: *“As I’m an employee, it’s a challenge for me but if I’m the Dubai health Authority maybe I’ll do the same because I’m looking to myself, but they are looking at 14,000 employees in DHA at the same time this COVID-19 treatment is free of charge. No payment needed. So, they took this cost and applied it in the treatment of COVID-19. As an employee, I’m looking for a promotion but if I’m DHA what they have done is correct. To improve these challenges, once the pandemic decreases, DHA will be able to give promotions.”*

Both candidates were questioned “In a broad-spectrum summary, do you think your job satisfaction level has an impact on your job performance?”

Charge Nurse: *“Yes”*

Nursing Supervisor: *“Yes, how much you are satisfied you will give more. My concern is if I’m satisfied in my job I can give as much as I can, and I can perform better, if I’m not satisfied, I will be careless to my work.”*

Both candidates were questioned “In a broad-spectrum summary, how satisfied are you with your current employment?”

Charge Nurse: *“Pleased”*

Nursing Supervisor: *“Pleased”*

By these two interviews, the researcher understood the level of loyalty is extremely high within Rashid hospital and the satisfaction level of many employees are highly fulfilled with their current employment. This is mainly due to the variables that have met the expectations of the employees. There are a few challenges faced and by listening to their suggestions there is room for improvement.

H. Discussion concerning Objective 1 - To recognize the tangible and intangible drivers of job satisfaction among healthcare professionals in Rashid Hospital.

The results obtained in this study indicates the various tangible and intangible drivers of job fulfilment within the Healthcare professional in Rashid hospital. To appreciate how reality matches theory, realistic data makes it simply easy to achieve this correlation and accurate interrelationships. For instance, theoretically all the variables mentioned under objective 1 captured the essence of intangible workplace drivers which were essentially critical to match emotional and psychological attributes as expressed by most of the healthcare professionals. As for the theories of job fulfillment, it was clearly noticed that Rashid hospital healthcare professionals follow Herzberg 2 factor theory (Herzberg, et al., 1959) where motivation and hygiene elements take priority. Where motivational factors include recognition, opportunity and accomplishment and hygiene elements include pay, safety and working environment.

I. Discussion concerning Objective 2- To categorize the level of significance of the drivers among healthcare professionals in Rashid Hospital.

By using a 5-point Likert Scale Analysis Method ranking and prioritizing the most significant and least significant variables that impact job fulfilment amongst healthcare professionals aid in understanding to what significance can these variables drive the fulfilment level of the employees. It was observed that the highest level of significance was given to nature of work, general health and safety, health and safety during COVID-19, support during COVID-19 and relation with co-workers. This gives an insight to what healthcare professionals look for amid COVID-19 mainly.

J. Discussion concerning Objective 3 - To ascertain how job satisfaction can impact the performance among healthcare professionals in Rashid Hospital.

The results obtained in this report indicates that there is assurance about the connection between job fulfillment and its impact on job performance. Rashid hospital healthcare professionals follow model 1 (Judge, et al., 2001) and model 5 (Norris & Niebuhr, 1984). Where model 1 represent that job fulfillment directly impacts job performance and model 5 represents that there has to be variables that cause an impact. Sixteen variables were then tested amongst these healthcare professionals. Almost all variables were chosen by the employees in a positive manner.

K. Discussion concerning with Objective 4- To detect the challenges encountered by the healthcare professionals in Rashid Hospital.

The challenges discovered in this report reveals the gaps that are found in a healthcare sector which is in the same period as a pandemic. These challenges reflect the normal days and the pandemic days. Out of the 68 respondents, the researcher observed 8 challenges that were repeated several times. These challenges included lack of appreciation at work, lack of promotion opportunities during COVID-19, increased risk of health and safety amid COVID-19, lack of recognition at work, increased biasness, lack of benefits provided during COVID-19, teamwork hassle during COVID-19 and lack of counselling in difficult times.

Theory mentioned many of the same challenges which involved COVID-19, but the new challenges observed was the lack of appreciation at work, lack of recognition at work, increased biasness and lack of counselling in difficult times. For these matters, personal suggestion were asked to the healthcare professionals as per figure 25.

V. CONCLUSIONS – IMPLICATIONS – RECOMMENDATIONS

A. Conclusion

In the past, many healthcare sectors focused on patient satisfaction and ways to improve their health. It was unknown at the time that the job fulfillment of the healthcare professionals ultimately impacted patient safety and well-being. This research aimed to comprehend and explore the tangible and intangible drivers of job satisfaction amongst healthcare professionals and its impact on their performance. This research focused on the healthcare professionals currently working in Rashid Hospital, Dubai, UAE during a pandemic. The results mirrored the heavy effects of the pandemic on the satisfaction level of each variable. Around 16 variables were tested in regard to the level of significance each variable had to the healthcare professionals. If their job fulfilment really impacts their performance with and without a pandemic and what challenges were faced by them. It was highly observed that Rashid Hospital healthcare professionals are highly loyal and committed to their hospital as the years working ranged from 1 – 29 years. This proves that this hospital is an attractive place to work for the healthcare professionals.

With results attained from this research, it was clear that fully satisfied healthcare professionals had a positive impact on their performance. The variable that highly defined the satisfaction of the healthcare professionals included the nature of work, general support of superior management, relationship with co-workers and the relationship with the superior management. While the variables with that didn't define the satisfaction level of the healthcare professionals included the promotion during COVID-19, benefits during COVID-19, pay, growth opportunity and training. Nevertheless, the support during COVID-19 by the superior management won the highest level of significance from every healthcare professional to fight this pandemic which showed the high amount of teamwork present within the Hospital. However, every organization faces a few challenges that come and go with the change in the environment. The highest challenges faced by the healthcare professionals included the appreciation of work and recognition of work.

Due to the pandemic, there were a few limitations in attaining full responses as the healthcare professionals were extremely busy dealing with COVID-19 patients. As the researcher wasn't able to physical go to the hospital grounds and had to pass the survey through online platforms caused a bit of delay in gaining the responses. Ultimately the research was concluded with 68% responses with impressive values that makes this study strong.

Objective Number	Original research objective set	Research objectives met
1	To recognize the tangible and intangible drivers of job satisfaction among healthcare professionals in Rashid Hospital	The study unraveled 16 variables with and without the pandemic included. Which enlightened many new variables to be taken in account when attaining job fulfillment.
2	To categorize the level of significance of the drivers among healthcare professionals in Rashid Hospital.	The study allowed the researcher to understand the level of significance of each variable to the healthcare professional. This showed which variable has more priority than the other.
3	To ascertain how job satisfaction can impact the performance among healthcare professionals in Rashid Hospital	This study showed that there is a high level of impact when the healthcare professional is satisfied with their current employment. It also revealed that the impact can highly disrupt the wellbeing of the patients when the healthcare professionals are displeased.
4	To detect the challenges encountered by the healthcare professionals in Rashid Hospital.	With the help of this study, the researcher was able to understand the challenges faced by the healthcare professionals which were highly a result from the pandemic.

B. Implications

With the help of this research, the results have meaningful implications on the future job fulfillment levels and the impact on healthcare professionals job performance. Up until now, healthcare industries have focused on patient satisfaction and overlooked healthcare professional's satisfaction level. However, this situation has been opposed by many hospitals. The key to have a success rate in patient health and well-being, it is necessary to have fully satisfied healthcare professionals

C. Recommendations

To understand on a level of a healthcare professional, it was required to asked what improvements the healthcare professionals would want and need. With the findings from this research, the researcher is able to suggest a few recommendations. To give recommendations, it has to be divided into 3 categories such as strategic senior management, tactical management and operational front-line administration.

Figure 26: Charted by researcher – Recommendations

Strategic senior management:

- To have a positive leadership which will lead to having positive employees which will increase productivity and motivation levels.
- Build an effective relationship between managers and staff members.
- Keep the staff informed about the changes in the system and include them within the change.
- Increase recognition and appreciating given to the healthcare professionals.

Tactical management:

- To measure the culture within the organization
- Communicate with the staff who are currently facing troubles.

- Community support.
- Attend to staff difficulty.
- Identify the negative working conditions which directly affect staff.

Operational front-line management:

- Clear communication between all workforces.
- Increases trust and teamwork.
- Appropriately delegate authority to the staff and hold those accountable for the work done.

VI. APPENDICES

A. Survey/Questionnaire for Healthcare Professionals

Please circle/highlight/answer the following questions regarding Socio – Demographic Data:

AGE	20 – 30	31 – 40	41 – 50	51 and above
GENDER	Male		Female	
DEPARTMENT				
POSITION	Physician		Nurse supervisor	Others (Technicians)
NUMBER OF YEARS WORKING	1 – 5 years	5 – 10 year	10 – 15 years	15 and above

Please tick/answer the tangible and intangible drivers of job satisfaction that defines your job satisfaction.
(You may tick more than one.)

- ☐ Nature of work / Working circumstances
- ☐ General Health safety
- ☐ Health & Safety amid COVID-19 Pandemic
- ☐ Training
- ☐ General support of superior management
- ☐ Support of superior management during COVID-19 Pandemic
- ☐ Growth opportunity
- ☐ Compensation / Pay
- ☐ General Benefits
- ☐ Benefits during COVID-19 Pandemic
- ☐ General Promotion
- ☐ Promotion during COVID-19 Pandemic
- ☐ Flexibility
- ☐ Relationship with co-workers
- ☐ Relationship with superior management
- ☐ Recognition of good work
- ☐ Others: _____

Please categorize the level of significance of the drivers of job satisfaction according to you.
Score: (1 = Most Significant and 5 being least Significant)

Tangible and intangible drivers	Score (1 – 5)
Nature of work / Working circumstances	
General Health safety	
Health & Safety amid COVID-19 Pandemic	
Training	

General Support of superior management	
Support of superior management during COVID-19 Pandemic	
Growth opportunity	
Compensation / Pay	
General Benefits	
Benefits during COVID-19 Pandemic	
General Promotion	
Promotion during COVID-19 Pandemic	
Flexibility	
Relationship with co-workers	
Relationship with superior management	
Recognition of good work	
Others:	

Please determine how these tangible and intangible drivers can have an impact on your performance:
(Please tick in either of the boxes)

Tangible and intangible drivers	PROGRESSIVE IMPACT	DESTRUCTIVE IMPACT
Nature of work / Working circumstances		
General Health safety		
Health & Safety amid COVID-19 Pandemic		
Training		
General Support of superior management		
Support of superior management during COVID-19 Pandemic		
Growth opportunity		
Compensation / Pay		
General Benefits		
Benefits during COVID-19 Pandemic		
General Promotion		
Promotion during COVID-19 Pandemic		
Flexibility		
Relationship with co-workers		
Relationship with superior management		
Recognition of good work		
Others:

Please measure the satisfaction level of each tangible and intangible driver. (Please tick in either of the boxes)

Tangible and intangible drivers	PLEASED	UNDECIDED	DISPLEASED
Nature of work / Working circumstances			
General Health safety			
Health & Safety amid COVID-19 Pandemic			
Training			
General Support of superior management			
Support of superior management during COVID-19 Pandemic			
Growth opportunity			
Compensation / Pay			
General Benefits			
Benefits during COVID-19 Pandemic			
General Promotion			
Promotion during COVID-19 Pandemic			
Flexibility			
Relationship with co-workers			
Relationship with superior management			
Recognition of good work			
Others:			

In a broad-spectrum summary, how satisfied are you with your current employment?

- ☐ Pleased
- ☐ Displeased
- ☐ Undecided

In a broad-spectrum summary, do you think your job satisfaction level has an impact on your job performance?

- ☐ Yes
- ☐ No
- ☐ Uncertain
- ☐ Feel free to give your opinion:

According to your job employment and satisfaction level, what are the challenges you are facing to achieve fulfillment? (You may tick more than one.)

- ☐ Appreciation of work
- ☐ Recognition of work
- ☐ Management counselling in difficult times

- ☐ Biasness
- ☐ Teamwork (during COVID-19 Pandemic)
- ☐ Health & safety during COVID-19 Pandemic
- ☐ Lack of promotion opportunities during COVID-19 Pandemic
- ☐ Lack of benefits opportunities during COVID-19 Pandemic
- ☐ Others: _____

Please answer the following short answer question:

1. In your opinion, what can change or improve these challenges?

Interview Questions

1. **Please answer the following questions regarding Socio – Demographic Data:**

AGE	20 – 30	31 – 40	41 – 50	51 and above
GENDER	Male		Female	
DEPARTMENT				
POSITION	Physician		Nurse	Others (Technicians)
NUMBER OF YEARS WORKING	1 – 5 years	5 – 10 year	10 – 15 years	15 and above

2. **Please answer the tangible and intangible drivers of job satisfaction that defines your job satisfaction?**

- Nature of work / Working circumstances
- General Health safety
- Health & Safety amid COVID-19 Pandemic
- Training
- General support of superior management
- Support of superior management during COVID-19 Pandemic
- Growth opportunity
- Compensation / Pay
- General Benefits
- Benefits during COVID-19 Pandemic
- General Promotion
- Promotion during COVID-19 Pandemic
- Flexibility
- Relationship with co-workers
- Relationship with superior management
- Recognition of good work
- Others: _____

3. **Please categorize the level of significance of the drivers of job satisfaction according to you. Score: (1 = Most Significant and 5 being least Significant)**

Tangible and intangible drivers	Score (1 – 5)
Nature of work / Working circumstances	
General Health safety	
Health & Safety amid COVID-19 Pandemic	

Training	
General Support of superior management	
Support of superior management during COVID-19 Pandemic	
Growth opportunity	
Compensation / Pay	
General Benefits	
Benefits during COVID-19 Pandemic	
General Promotion	
Promotion during COVID-19 Pandemic	
Flexibility	
Relationship with co-workers	
Relationship with superior management	
Recognition of good work	
Others:	

4. Please determine how these tangible and intangible drivers can have an impact on your performance: (Progressive or Destructive)

Tangible and intangible drivers	PROGRESSIVE IMPACT	DESTRUCTIVE IMPACT
Nature of work / Working circumstances		
General Health safety		
Health & Safety amid COVID-19 Pandemic		
Training		
General Support of superior management		
Support of superior management during COVID-19 Pandemic		
Growth opportunity		
Compensation / Pay		
General Benefits		
Benefits during COVID-19 Pandemic		
General Promotion		
Promotion during COVID-19 Pandemic		
Flexibility		
Relationship with co-workers		

Relationship with superior management		
Recognition of good work		
Others:		

5. **According to you, what can cause dissatisfaction in an employee and can it really affect their job performance?**
6. **According to you, what are the challenges faced by healthcare professionals when achieving job satisfaction?**
7. **In your opinion, what can change or improve these challenges?**
8. **In a broad-spectrum summary, how satisfied are you with your current employment?**
 - ☐ Pleased
 - ☐ Displeased
 - ☐ Undecided
9. **In a broad-spectrum summary, do you think your job satisfaction level has an impact on your job performance?**
 - ☐ Yes
 - ☐ No
 - ☐ Uncertain

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Rabia, Kötü ve iyi günümde hep yanımdaydın.
Yapamayacağımı düşündüğümde bana hep destek oldun.
Senin sayende burdayım.
Sana bütün kalbimle teşekkür ederim.
Bu senin için, Seni çok seviyorum.

Mien bodbub te nan bei moul mojin du'a-an seith ches bu aazi yet kamiyubi peth.
Tuhund ath ruzen meh peth hamesh.
Chein sueth ruzenem mojouid,
Teli chu rozan us abaad.

Ye che tse kuthre,
Dada.

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