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## The Relationship Between Job Satisfaction and Job Performance: A Study on Frontline Healthcare Workers

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ARTICLE DETAILS	ABSTRACT
<p><b>History:</b></p> <p>Received: February 02, 2023  Accepted: June 09, 2023</p>	<p>The purpose of the current study was to see the relationship between job satisfaction and job performance in frontline healthcare workers. The cross-sectional study was carried out from January to April 2022 in Pakistan, after permission was obtained from different hospitals in Peshawar, Charsadda, Rawalpindi/Islamabad, and Multan. A purposive sample of frontline healthcare workers (N= 400) having an age range of 22 to 47 years. Data was collected through a booklet comprised of demographic sheets, a job satisfaction scale, and a job performance scale (Self-rating and Supervisor-rating). Data were analyzed using SPSS-23. Results revealed that job satisfaction has a positive relationship with job performance. It has been found that female frontline healthcare workers exhibited higher extrinsic job satisfaction than male frontline healthcare workers. Moreover, paramedical staff exhibited higher job performance and job satisfaction than nurses and doctors. The results would reflect both theoretical and practical implications for hospital administrations in enhancing job performance and the development of programs to increase job satisfaction.</p> <p>© 2023 The Authors, Published by WUM. This is an Open Access Article under the Creative Common Attribution Non Commercial 4.0.</p>
<p><b>Keywords:</b></p> <p>Job Satisfaction  Extrinsic Job Satisfaction  Intrinsic Job Satisfaction  Job Performance  Healthcare Workers</p>	
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### 1. Introduction

The performance of healthcare workers is a crucial matter of interest for healthcare companies these days because of the increased competition brought on by the employment of thousands of people in the healthcare sector (e.g., doctors, nurses, paramedical). The most significant asset of an organization is its employee (Sulaiman et al., 2013). A significant change in organizational culture and structure is taking place in service-based organizations, particularly in healthcare settings, and this change in principles is transforming into high expectations on their staff (Jordan et al., 2012). Any organization is questioned in terms of service delivery and performance (Busari et al., 2017). The most prevalent term describing a person's capacity to perform their work well is "job performance" (Shooshtarian et al., 2013).

### **1.1. Job Performance**

One of the crucial attributes that are essential to achieving organizational performance is employee job performance (Kappagoda et al., 2014). It is the most essential concept in industrial-organizational psychology as well as the most significant outcome variable in the organizational context. Compared to other professions, the job of healthcare workers is more important since it affects society's health and well-being, the people it serves, and the health of the professionals themselves (Victoroff et al., 2013). Job performance is determined by two factors: the individual characteristics that an employee brings to the job and the organizational working environment. These qualities include knowledge, skill, capacity, and motivation. Environmental factors include work prospects, performance feedback, workplace and equipment, and rewards (Green, 2016). Higher job performance is acknowledged through the effective and successful performance of workers (Appelbaum et al., 2008; Oswald et al., 2007). Employees that are satisfied with their duties are more devoted to their occupations and work harder to enhance their performance.

Zaman et al (2022) demonstrated that a number of variables could affect how well healthcare professionals perform their jobs at public sector hospitals in Pakistan. According to the findings, the majority of staff did their jobs satisfactorily. Job performance is influenced greatly by factors including age, the patient flow, and the difficulties encountered during job performance.

### **1.2. Job Satisfaction**

Job satisfaction has previously been defined as an employee's passive acceptance of a (relatively) satisfactory position (Warr & Inceoglu, 2012), with this "satisfactory situation" relying on both intrinsic (e.g., emotional bond) and extrinsic (e.g., rate of pay) variables (Warr et al., 1979). Job satisfaction plays a significant role in assisting employees performs better at work (Inayat & Khan, 2021). It is also referred to as the level of happiness associated with the work experience (Singh et al., 2013). Herzberg et al. (1967) defined the notion of job satisfaction. They differentiated between intrinsic satisfactions such as recognition, work activities, and the level of or responsibility on the one hand, and extrinsic variables such as working conditions, business policy, or income that influence job satisfaction on the other.

According to Park and Kim (2009), improved staff morale, efficiency, and job performance are associated with satisfied employees are less likely to plan to quit their employment or take sick leave. Therefore, there should be a lot of concern about frontline healthcare employees' job satisfaction since numerous researches have revealed that job satisfaction affects how well they perform their jobs. Employees with higher job satisfaction have a greater sense of connection to the organization and are more motivated. Lower job satisfaction, on the other hand, can reduce employees' sense of belonging and passion, as well as raise their inclination to resign (Judge et al., 2017). Job satisfaction not only influences physicians' careers, but it can also affect patients (Rui, 2017). Atif et al. (2015) discovered that age, academic background, years of experience and salary were all strongly related to job satisfaction among doctors. Further researchers have found that gender, profession; regions of work, urban and rural location, expert competence, and a satisfactory number of employees all have a major impact on job satisfaction (Al Jazairy et al., 2014; Xuan Tran et al., 2013).

### **1.3. Job Satisfaction and Job Performance**

Inayat and Khan (2021) reported a strong association between job satisfaction and job performance among Peshawar private employees. Additionally, the previous findings indicate that the performance of satisfied employees excels that of dissatisfied ones. Khan et al.

(2011) found that job satisfaction and performance are affected by aspects particularly, income, promotion, job safety and security, working environment, job autonomy, relationship with coworkers and supervisor, and kind of work. Sousa Poza (2000) found that the performance of the workforce is improved when employees are happier/ satisfied at work. A poor degree of job satisfaction can negatively impact workforce commitment and, as a result, the accomplishment of occupational goals and performance (Meyer, 1999).

#### **1.4. Rationale**

The job of healthcare professionals is more important since it affects the health and well-being of society and the people it serves (Victoroff & Boyatzis, 2013). Job satisfaction is critical to the accomplishment of any workplace. Much research has been performed into strategies to improve employee job satisfaction in numerous sectors. Previously, numerous studies (Inayat & Khan, 2021; Platis et al., 2015) had been conducted on job satisfaction towards job performance; moreover, it demonstrated the lack of studies on examining the job satisfaction elements (pay, promotion, the work itself, supervision, relationship with coworkers, environment, and job security) and its correlation with job performance among the employee of healthcare sectors.

When it refers to demographic characteristics, this study also focused on studying the importance of demographic variables as social determinants of job performance. Due to diverse findings on gender, marital status, designation, job experience, working hours, income, area of specialty, and work shifts, this study looked into the part of these demographic in job performance. Empirical evidence from Pakistan were also lacking research with diverse demographic variables with the role of job satisfaction in job performance.

## **2. Significance of the Study**

The findings would be worthwhile both theoretically and practically. From a conceptual standpoint, the current study would assist future scholars in proving the hypothesis and also encourage future research by producing good concepts and providing a deeper understanding. The results offered additional proof in favor of the concept of work performance and job satisfaction among frontline healthcare workers. The current study would help the readers to know about the satisfaction and performance level of healthcare workers in Pakistan. Next, from the aspect of administration, this research would help managers, employers, and human resource departments to develop strategies and policies that will provide a positive environment to enhance job satisfaction which will ultimately increase job performance and productivity.

## **3. Objectives**

Following are the objectives of current study

1. To see the direction of relationship between job satisfaction and job performance among frontline healthcare workers.
2. To explore the demographic related difference on job satisfaction and job performance among frontline healthcare workers.

## **4. Hypotheses**

Following are the hypotheses of current study

1. Job satisfaction is positively correlated with job performance, among frontline healthcare workers.
2. Age is positively related with job satisfaction and job performance among frontline healthcare workers.
3. Working hours is negatively related with job satisfaction and job performance among frontline healthcare workers.
4. Income is positively related with job performance among frontline healthcare workers.
5. Female frontline healthcare workers have higher score on job satisfaction than male frontline healthcare workers.
6. Paramedics have higher score on job satisfaction (intrinsic and extrinsic) and job performance than doctors and nurses.

## **5. Methods**

### **5.1. Research Design**

A cross sectional research design is used to examine the relationship between job satisfaction and job performance among frontline healthcare workers.

#### **5.1.1. Sampling Strategy and Sampling**

The sample was collected through purposive convenient sampling. The sample is comprised of Doctors (n= 254), Nurses (n=90) and Paramedical staff (n=56). 54.5 % from Government and Private Hospitals of Peshawar (n=218), 13% Rawalpindi (n= 52), 15.7% Islamabad (n=63), 4.7% Multan (n=19) and 12% Charsadda (n = 48). 56 % of the sample are Males (n=224) whereas 44 % are females (n=176). The age range of the frontline healthcare workers is 22-47 (M = 33.1; SD = 8.06).

The sample was selected through certain criteria. Frontline healthcare workers directly involved in patient care. At least six months of experience in current job. A work schedule that included at least 8 hours per week in hospital was taken as inclusion criteria while exclusion criteria was Frontline healthcare workers having experience less than six months. Frontline healthcare workers who were on any kind of leave or those working from home or based in community. Healthcare professionals that work in healthcare administration, management, or a specialized field having no direct contact with patients.

#### **5.1.2. Demographic Sheet**

The demographic sheet consist of information on age ,gender ,marital status, no. of children, occupation, type of hospitals, area of specialty, employment status, job experience, monthly income, family income, work position ,work settings, work hours, frequency of dealing with critical patients, and work shifts.

#### **5.1.3. Job Satisfaction Scale**

The level of job satisfaction was measured with job satisfaction scale (Warr, et al. 1979). The scale has 15-items with two subscales: Extrinsic subscale has 8 items (1,3,5,7,9,11,13,15) while intrinsic subscale has 7-items (2,4,6,8,10,12,14). Job satisfaction scale was scored on 7-point Likert scale with scoring options ranging from 1=extremely dissatisfied to 7= extremely satisfied. There are no reverse scored items. The scale ranged from 15 to 105, with high ratings demonstrating greater job satisfaction. The two subscales revealed good reliability

(intrinsic job satisfaction = .79–.85, and extrinsic job satisfaction = .74 –.78) in Warr et al. (1979).

#### **5.1.4. Job Performance Scale**

Job performance scale (Wright et al. (1995) was used to assess participants' job performance. This scale has 8 items. It has 5 point Likert scale with scoring options of 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. There are no reverse scored items. The scale has employee rating (self-rating) and supervisor or immediate boss rating scale. The lowest score on the scale is 8 and the highest score is 40. Shafique (2008) stated alpha reliability of the job performance (self-rating and supervisor rating) scales as .78. The higher score indicates better job performance.

#### **5.2. Procedure**

The authors' permission was obtained via emails. The booklet was comprised of demographic sheet, job performance scale and job satisfaction scale. To carry out this study, permission was first acquired from concerned hospital management and authorities from different cities of Pakistan. The healthcare workers were approached through purposive sampling. The targeted participants were informed about objectives of the study. They were given the surety that all information which they would provide would be retained under confidential and would not be revealed or used against them, based on willingness of the participants, their informed consent was taken in writing. It was informed about the right of withdrawing from participation at any time if they feel uncomfortable or simply change their mind of participating in the study, but they were encouraged to take part in the study with full willingness and interest. Then, they were given a copy of the booklet consisted of demographic sheet and all the scales. They were properly instructed and guided for any sort of query. Questionnaires were quantitatively configured, and scores were obtained. Participants were appreciated for their time and response at the end.

#### **5.3. Results**

Pearson product moment correlation was used to assess the correlation between demographics and study variables. Independent sample t-tests and ANOVA were computed to find the role of variables such as gender, designation and different cities of frontline healthcare workers.

Table 1 demonstrated that age has significant positive correlation with job performance (self-rating and supervisor-rating). Income is positively correlated with job performance self-rating while it is negatively correlated with extrinsic job satisfaction. Working hours is negatively correlated with job performance and job satisfaction. The results further exhibit that job satisfaction has significant positive correlation with job performance.

**Table 1: Correlation Between Demographic Variables, Job performance, and Job Satisfaction (N=400)**

S.N	V	1	2	3	4	5	6	7	8	9	10	11
1	Age	-										
2	No of Child	.72**	-									
3	Work Hours	-.07	-.13**	-								
4	Job Exp	.66**	.51**	-.14**	-							
5	Monthly Income	.46**	.14**	.22**	.14**	-						
6	Family Income	-.01	-.001	-.05	-.02	.06	-					
7	JPSLR	.13*	.13*	-.13**	.13*	-.07	.05	-				
8	JPS	.12*	.02	.08	.07	.08	-.03	.25**	-			
9	JSS	.11*	.15*	-.23**	.14**	-.09	.06	.37**	.16**	-		
10	EJS	.10*	.15**	-.26**	.14**	-.11*	.05	.37**	.16**	.95**	-	
11	IJS	.11*	.14**	-.17**	.12*	-.06	.06	.34**	.15**	.94**	.80**	-

*Note.* JPSLR=Job performance self-rating, JPS= Job Performance Supervisor-rating, JSS= Job Satisfaction; EJS=Extrinsic Job Satisfaction, IJS=Intrinsic Job Satisfaction. \*\* $p < .01$ . \* $p < .05$ .

It was hypothesized that female frontline healthcare workers has higher score than male frontline healthcare workers. Independent sample t-test was run to assess the gender differences. Results are shown in table 2.

**Table 2: Gender Differences on Study Variables (N=400)**

Variables	Male (n=224)		Female (n = 176)		<i>t</i> (398)	<i>P</i>	95% <i>CI</i>		Cohen's <i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			<i>LL</i>	<i>UL</i>	
JPSR	29.72	4.02	29.69	4.10	.08	.93	-.77	.84	-
JPS	30.11	3.20	30.11	3.70	-.01	.99	-.682	.678	-
JSS	68.91	17.0	70.53	15.6	-.97	.33	-4.87	1.65	-
EJS	36.00	9.32	37.73	8.47	-1.91	.05	-3.51	.044	.20
IJS	32.91	8.56	32.80	7.91	.142	.88	-1.52	1.76	-

*Note.* M=Mean, SD=Standard Deviation, CI=Confidence Interval, LL=Lower Limit, UL=Upper Limit, JPSE=Job performance Self-Rating, JPSR= Job Performance Supervisor, JS= Job Satisfaction Scale, EJS=Extrinsic Job Satisfaction Scale, IJS=Intrinsic Job Satisfaction Scale. \* $p < .05$ .

Table 2 revealed the differences on study variables across gender among frontline healthcare workers. Results indicated that female scores high on extrinsic job satisfaction compared to males. The value of Cohen's *d* is 0.20 ( $< .05$ ) which shows small effect size. Findings also exhibited nonsignificant mean differences job performance, job satisfaction, intrinsic job satisfaction.

Table 3 below illustrated one-way ANOVA to compare the mean differences across designation on study variables. The findings showed significant difference for job performance self-rating, job satisfaction, extrinsic and intrinsic job satisfaction. The comparison revealed that paramedical staff scores higher on job performance self-rating, job satisfaction, extrinsic and intrinsic job satisfaction as compared to doctors and nurses.

**Table 3: Mean, Standard Deviation and One-Way Analysis of Variance on Study Variables across Designation (N=400)**

Variables	Doctors (n = 253)		Nurses (n =90)		Paramedical Staff (n= 56)		F	i-j	$\eta^2$	95%CI	
	M	SD	M	SD	M	SD				LL	UL
JPSLR	29.26	3.83	30.12	4.58	31.08	3.83	5.34(2,397)**	P>N>D	.00	59.24	60.40
JPS	30.33	3.20	29.95	3.58	29.33	4.04	2.07(2,383)	-	.02	29.31	30.11
JSS	67.04	15.56	72.33	17.17	77.07	16.23	10.48(2,395)***	P>N>D	.00	68.01	71.24
EJS	35.18	8.50	38.73	9.54	40.80	8.47	12.27(2,395)***	P>N>D	.05	35.87	37.64
IJS	31.86	7.87	33.60	8.59	36.27	8.69	7.06(2,395)**	P>N>D	.03	32.05	33.68

Note. M=Mean, SD=Standard Deviation, CI=Confidence Interval, LL=Lower Limit, UL=Upper Limit, JPSLR =Job performance Self-Rating, JPS= Job Performance Supervisor, JSS= Job Satisfaction Scale, EJS=Extrinsic Job Satisfaction Scale, IJS=Intrinsic Job Satisfaction Scale.  
 \*\*\* $p<.001$ . \*\* $p<.01$ .



## 6. Discussion

The present research aimed to examine the relationship between job satisfaction and job performance. It was also intended to determine various demographics and their role in relation to job performance. Results of correlation matrix suggested that all scales and subscales have established and strong directional potentials to measure respective variables among frontline healthcare workers. The second hypothesis proposed that job performance is positively correlated with job satisfaction. Prior researches revealed that job performance is positively related with job satisfaction (Inayat & Khan, 2021). A rational justification is inferred from these studies stating that when healthcare workers are satisfied with their jobs, they are resourceful to cope better through challenging situation ultimately improve the level of job performance.

In addition, it was hypothesized that age is positively related with job performance and job satisfaction. The findings are congruent with former studies reported that age has positive association with job performance and job satisfaction (Khan *et al.*, 2009; Zaman *et al.*, 2022). It was also hypothesized that income is positively related with job performance among frontline healthcare workers. The findings are parallel with earlier studies reported that pay is one of the motivating factors for job performance. Past studies also reported that job satisfaction was negatively influenced by work load, work–family conflict, poor doctor–patient relationship, improper supervision, limited training opportunities, low incomes, and bounces (Kumar *et al.*, 2013; Shi *et al.*, 2014). The possible reasons for this variation may be due to greatest dissatisfaction lay in payments and benefit. Healthcare practitioners are mainly concerned about salary difficulties due to their impact on living standards and creating a sense of security. As a result, a lack of salary satisfaction is a widespread issue across all types of employees. While many managers believe that staff should be reinforced with money, bonuses, or raises is the key to motivating and delighting service employees. It was also hypothesized that working hours is negatively correlated with job performance and job satisfaction among frontline healthcare workers. Current research is parallel with former studies (Dall’ora *et al.*, 2015; Zaman *et al.*, 2022). The possible explanation of this variation may be due to the fact that long working hours has negative impact on sleep. A sleep-deprived individual cannot consistently force to stay conscious and alert. The ability to stay focused an inclination to respond quickly, the ability to remember and learn new information, and learn new motor abilities were all impaired by lack of sleep (Goel *et al.*, 2009).

Findings further indicated that comparison between male and female on study variables revealed findings that male and female did not show significant differences on job performance, job satisfaction, and intrinsic job satisfaction among frontline healthcare workers. While there was a significant differences on extrinsic job satisfaction among male and female frontline healthcare workers.

Results from the study presented significant differences on job performance self-rating, job satisfaction, extrinsic and intrinsic job satisfaction across designation. The comparison further exhibited that paramedical staff scored higher on job performance, job satisfaction, extrinsic and intrinsic job satisfaction in comparison to doctors and nurses. These findings are consistent with prior study that found that doctors have lower job satisfaction than nurses and medical technicians (Lu *et al.*, 2016). This type of emotion expressed by dissatisfied doctors is related not only to the professional qualities of healthcare workers, but also to the fact that the medical officers study hours and training process is more laborious than nurses and medical technicians. They are not only challenged with patients' problems and requests, but also with the gradual improvement in medical technology, that demands learning and research instead of scheduled hours. The transition, specifically, toughens healthcare providers' performance accountability and strict requirements for

doctor-patient contact, forcing them to work in a setting with fairly long working and intense environment resulting to their dissatisfaction with the system.

The study has some limitations which may hinder the generalizability and some suggestions for future studies. Firstly, data was collected through self-reported questionnaire which in itself bears drawbacks like social desirability problem because social desirability and under/over reporting can be potential barriers to outline accurate picture with respect to job performance. Secondly, the data was collected from few cities of Pakistan, which may hinder the generalizability of the results. For better generalizability, data must be collected from other cities as well. Finally, the current research has studied the relationship of job satisfaction with job performance. In future, scholars should also consider the impact of other variables such as emotional intelligence, work stress, work motivation and commitment.

### **7. Implications**

The present study provided theoretical implications by further investigation of postulated relationship between job performances and job satisfaction. The findings of present study may also have practical significances for the establishment of preventative initiatives to promote job satisfaction. These strategies should focus on enlightening the sources of job satisfaction such as; perceived ability to provide effective patient care, better interactions, and respect from seniors, good compensation, competitive salary and bonuses, participation in designing personal work commitments, job security, job autonomy, decision-making opportunity, and development of integrative approaches. Furthermore, the results of present study suggest that therapies and policies can be made to enhance job satisfaction among frontline healthcare workers. Allowing frontline healthcare professionals to take breaks and rotate care duty for critical patients may allow exhausted bodies and brains to momentarily escape the stressful environment and heal.

### **8. Conclusion**

It is concluded that there is a positive relationship of job satisfaction and job performance. Another aspect concluded from this study regarding gender differences demonstrated nonsignificant differences on job performance whereas female frontline healthcare workers exhibited higher scores on job satisfaction. Moreover, the findings exhibited significant difference for job performance self-rating, job satisfaction, extrinsic and intrinsic job satisfaction. The comparison also revealed that paramedical staff scores higher on job performance self-rating, job satisfaction, extrinsic and intrinsic job satisfaction as compared to doctors and nurses.

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