

# Management of Factors Associated with Job Satisfaction of Healthcare Workers in Obstetrics and Gynecology Services at Private Hospitals: A Cross-Sectional Study

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## ABSTRACT

**Purpose:** The job satisfaction of employees is a critical factor in determining the level of health care quality. This study aimed to find out the factors affecting the job satisfaction level of healthcare workers working in obstetrics and gynecology services. Further, to evaluate the job satisfaction level of these healthcare workers on the basis of various dimensions of job satisfaction by using different statistical analysis tools.

**Design, methodology, and approach:** Healthcare workers in obstetrics and gynecology services were measured on the basis of their job satisfaction level by using cross-sectional and descriptive research methods. Survey responses of 220 health care workers were collected from private hospitals in Delhi and NCR India. The collected data was coded and incorporated into SPSS version 20.0 for further evaluation. Descriptive statistical analysis and multi-level logistic regression were employed to summarize the data, and frequency tables and percentages were used to present the results.

**Findings:** A self-administered survey was conducted with a sample of 220 health workers. Overall, 65 (29.54%) of health workers reported satisfaction with their job, and 155 (70.45%) were not satisfied, with neutral responses being assumed. The study also concluded that pharmacists were less satisfied with their jobs, while laboratory professionals, junior resident doctors, and senior resident doctors were more satisfied with their jobs than nurses. Additionally, criteria for performance evaluation and appraisal were found to be the most influential factors in job satisfaction.

**Practical implications:** The findings of this article are useful for hospital management, government, the healthcare sector, and policymakers. All these stakeholders can perform better and work for the betterment of healthcare workers and society by implementing appropriate service policies.

**Originality/value:** The findings of this study reinforce current knowledge on the causes and consequences of dissatisfaction among healthcare workers.

**Keywords:** healthcare sector, obstetrics services, gynecology services, job satisfaction factors

## INTRODUCTION:

Medical services are affected by a variety of elements, such as health employees, healthcare delivery systems, and healthcare infrastructure. Personnel resources play a critical role in the successful delivery of health services, as a lack of appropriately motivated and supported health workers can impede the system's ability to function effectively (Mowday, 1984; Al-Dosari & Abdellatif, 2024). Having a highly qualified and motivated workforce is essential for the success of a medical system. Job satisfaction among healthcare personnel is a key factor in fostering employee motivation and efficiency, which in turn leads to enhanced employee performance and greater patient satisfaction (Willis-Shattuck et al., 2008; Mengistu & Bali, 2015; Anand & Sharma, 2023). On the other hand, job dissatisfaction can result in burnout and employee turnover, exacerbating staffing deficiencies in healthcare facilities. Employee satisfaction is a key factor in how successful an organization is (Mbindyo et al., 2009). It affects how productive

employees are, how disengaged they are, how likely they are to quit, how often they leave, how often they change jobs, and how committed they are to the organization. Employees are happy with their jobs because they're happy with the work environment and the money they make (Erdal, Filiz, & Budak, 2022; Akgun et al., 2023; Ersoy & Küsbeci, 2023). Employees' job satisfaction is a measure of their emotional response to the various aspects of their job, which can include feelings of pleasure, comfort, self-assurance, reward, personal development, and prospects for advancement, as well as perceptions of performance patterns (Robbins, Judge, & Millett, 2015). There are numerous opportunities for recognition, as well as financial worth as compensation. Factors that contribute to job satisfaction include, but are not limited to, a monthly salary, a sufficient workforce, a pleasant working atmosphere, training and development opportunities, a manageable workload, supportive oversight, job security, recognition of high performers, prompt evaluation, accountability, and career growth, as well as other pertinent behavioral factors (Pillay, 2009; Temesgen, Aychew, & Leshargie, 2018; Kim, and AlZubi, 2024).). Employment status has a significant impact on health care outcomes. Consequently, unsatisfactory and uncoordinated health care providers are not likely to deliver the highest quality of care. On the other hand, physician satisfaction is positively correlated with appropriate prescribing, patient adherence, and patient satisfaction (Al Juhani & Kishk, 2006). Previous studies of healthcare workers have demonstrated that social interaction with supervisors and colleagues can reduce work stress and lead to increased job satisfaction (Obeta et al., 2019; Kumar et al., 2023). This study sought to evaluate the job satisfaction and related factors among obstetrics and gynecological laboratory scientists in a private hospital located in Delhi, India, who provide healthcare services to patients.

## LITERATURE REVIEW:

Studies all over the world have shown that job satisfaction is the way employees feel about their job. It's based on how much the job fulfills their values and how much it meets their needs (Aksu, 2008). Employee happiness is important for any organization because it helps them reach their goals. According to Hoppock (1935), happiness is any combination of mental, physical, and environmental factors that make someone say they're happy with their job. In their definition of job satisfaction, Latham & Budworth (2014) emphasize the role of employees within the workplace. As a result, it defines job satisfaction as the emotional orientation of an individual towards the work role they currently occupy.

There are many factors that affect how happy employees are at work, including, but not limited to: A high-quality salary; The number of employees you employ is sufficient to keep up with the needs of your business; A pleasant working environment; training and development opportunities are available; Heavy workload; Supportive supervision; Prompt evaluation, recognition of top performers, relationships with management and other staff, job stability, career progression, and other relevant institutional and behavioral factors (Akin et al., 2005; Al Juhani & Kishk, 2006; Pillay, 2009; Min et al., 2024). Research conducted in Ethiopia and Vietnam revealed that a greater proportion of medical professionals expressed dissatisfaction with their work. The majority of research participants cited low pay, few opportunities for professional growth, and poor facilities and supplies as the causes of their discontent (Lima, Jorge, & Moreira, 2006; Temesgen et al., 2018). Workers spend most of their lives at their jobs. In every group of occupations, job satisfaction plays an important role. This is especially true in the healthcare sector, where there is a large amount of human labor. Patients are directly impacted by the working staff's job dissatisfaction. At the same time, the organization suffers financial loss and a decrease in patient satisfaction (Şenol, 2022; Ersoy & Küsbeci, 2023; Rolla, (2023).). The level of job satisfaction can range from highly satisfied to highly unsatisfied. People may not only have opinions about the overall quality of their work but also about the specifics of their job, their colleagues, supervisors, and subordinates, as well as their salary (Akhtar & Nadir, 2016). Additionally, many studies conducted on job satisfaction among healthcare workers have found that training opportunities, incentives, internal management politics, bad performance appraisal systems, demographic variables, work experience, status, hospital policy, inappropriate working conditions, and a lack of human relations. The ability to provide high-quality care was a factor associated with low satisfaction among healthcare professionals (Jovic-Vranes et al., 2008; Yami et al., 2011; Khamlub et al., 2013).

**Research Gap:** On the basis of the above studies, it was found that there were only a few studies that measured job satisfaction among gynecologists and obstetricians, and that too in private sector hospitals in Delhi, India. Based on this information, the purpose of this study is to measure job satisfaction among health professionals who provide obstetric and gynecological services.

## OBJECTIVE OF STUDY:

1. To identify factors affecting the job satisfaction level of healthcare professionals working in obstetrics and gynecology services.
2. To assess the job satisfaction level of healthcare professionals working in obstetrics and gynecology services on the basis of these factors by using different statistical analysis tools

## RESEARCH METHODOLOGY:

**Study Type:** Job satisfaction among medical practitioners of obstetrics and gynecology services was measured using cross-sectional and descriptive research methods.

**Research Design:** A cross-sectional study design was used among 220 health care workers at a private hospital in Delhi, NCR India. Employees of around 20 hospitals, both large and small, nature were considered for the study. Healthcare workers in only obstetrics and gynecology services were considered to have more than two years of experience in that particular hospital.

**Research Participants:** Randomly recruited health workers at private hospitals in Delhi and the National Capital Region (NCR) of India. Only obstetricians and gynecological health workers who have worked in the same hospital for more than 2 years were considered for this study. Amongst these workers, the authors attempted to include nurses, junior and senior resident doctors, as well as laboratory and pharmacy professionals. Further amongst hospitals, workers of Max, Apollo, Saroj Hospital, Fortis, CK Birla, North city hospital, Yashoda hospital, and Maharaja Agrasen were included. Health workers who voluntarily provided adequate information were included, and those who stayed in the hospital for less than 2 years were not considered for this study.

**Sample Size and Data collection:** For this study, data was collected from primary sources. A self-administered, pretested, structured questionnaire was used for data collection from 295 participants. The Sample size considered for the study was 220 healthcare workers. A Total of 295 survey questionnaires were circulated through online and personal interview modes. Out of 295 circulated questionnaires 244 responses was received in complete sense. But only 220 responses were considered appropriate for further analysis after removing missing values and outliers.

**Research Instruments:** A self-administered, pretested structured questionnaire was used for data collection. The Likert scale, a five-point scale, was employed to assess the level of job satisfaction among health workers. The questionnaire included socio-demographic characteristics as well as factors assumed to influence job satisfaction. The sample size was five percent, with the aim of testing the language, sequence of questions, and interview duration. The validity and reliability of the instrument were further verified using the Cronbach's alpha test, which was considered acceptable. Participants rated their level of satisfaction on the basis of eight key factors, as outlined in the accompanying literature. These factors included compensation and salary, type of management style, working conditions of the organization, relationships with supervisors and subordinates, performance evaluation and assessment criteria, involvement in managerial decision-making, training and development opportunities, and annual leaves. On the basis of the survey, respondents who scored below the average in this literature-based survey were classified as dissatisfied, and those who scored at or above the average were classified as satisfied.

## Data Analysis and Interpretation:

The collected data was coded and incorporated into the SPSS 20.0 version for evaluation. A descriptive statistical analysis was employed to summarize the data, and frequency tables and percentages were used to present the results. Multi-level logistic regression was employed to control for any confounders between variables. The crude odds ratio with a 95% confidence interval (COR) was used to evaluate the relationship between the explanations and the respondent's job satisfaction. The degree of association between variables (dependent and independent) was determined by the adjusted odds ratio (AOR), which was measured using AORs with significance levels of 0.05 or lower and 95% confidence intervals.

**Demographic Profiles:** A self-administered survey was conducted on a sample of 220 health workers. The majority of the respondents were female, with a total of 124 out of 220 (56.36%). The age distribution was as follows: 78 (35.45%) were under 28 years of age, while the majority of the respondents (101) were between the ages of 28 and 35 (45.90%). At the educational level, 97 out of 220 respondents had a diploma in medical science. Of the

respondents, 121 (55%) were unmarried, and 127 (57.72%) had work experience of over two years but less than half a year. (Table 1). The job profile of the respondents was largely female, with 68 (30.90%) being nurses.

Table 1: Demographic Profiles

Demographic variables	N- Frequency	Percentage
<b>Marital status</b>		
Unmarried	121	55%
Married	99	45%
<b>Gender</b>		
Male	96	43.63%
Female	124	56.36%
<b>Age (in years)</b>		
<28	78	35.45%
28-35	101	45.90%
>35	41	18.63%
<b>Education Level (In medical)</b>		
Diploma	97	44.09%
Bachelor Degree	78	35.45%
Master Degree	45	20.45%
<b>Profession</b>		
Nurses (BSc. And Diploma)	68	30.90%
Laboratory professionals	51	23.18%
Pharmacy professionals	37	16.81%
Junior Residents (JR- Doctors)	41	18.63%
Senior Residents (SR- Doctors)	23	10.45%
<b>Service Years</b>		
Between 2-6 years	127	57.72%
More than 6 years	93	42.27%

Sources: Authors own collection

**Level of Job Satisfaction:** This study found that many respondents were dissatisfied with their hospital's management system. Only 6 (2.7%) of respondents were highly satisfied with the type of management style, while 96 (43.6%) were dissatisfied and 66 (30%) were highly dissatisfied. The level of satisfaction with superiors and subordinates was 21 (9.5%) highly satisfied, 55 (25%) dissatisfied, and 39 (17.7%) highly dissatisfied. As for remunerations/salaries, only 5 (2.3%) were highly satisfied, with 99 (45%) dissatisfied and 65 (29.5%) highly dissatisfied (see Table 2). To calculate the overall satisfaction level, each health worker was asked to respond to eight factors that influence job satisfaction. Those with an average score below average were classified as "dissatisfactory", while those with an average score of "satisfactory" and above were considered "satisfied". Overall, 65 (29.54%) of health workers reported satisfaction with their job, and 155 (70.45%) were not satisfied, with neutral responses being assumed.

Table 2: job satisfaction of healthcare workers in relation to factors influencing job satisfaction in private hospitals, Delhi & NCR, India

Factors of Job Satisfaction	Participants Responses on the Factors of Job Satisfaction				
	Highly Satisfied (HS)	Satisfied (S)	Neutral (N)	Dissatisfied (DS)	Highly Dissatisfied (HD)
Remuneration/ Salary	5(2.3%)	29 (13.1%)	22 (10%)	99 (45%)	65 (29.5%)
Type of management style	6 (2.7%)	27 (12.2%)	25 (11.3%)	96 (43.6%)	66 (30%)
Organization's working condition	4 (1.8%)	42 (19%)	16 (7.2%)	88 (40%)	70 (31.8%)

Relationship with superiors and subordinates	21 (9.5%)	86 (39.0%)	19 (8.6%)	55 (25%)	39 (17.7%)
Criteria of performance evaluation & appraisal	22 (10%)	121 (55%)	5(2.2%)	53 (24.0%)	19 (8.63%)
Participation in Managerial decision making	5 (2.2%)	37 (16.81%)	21 (9.5%)	105 (47.7%)	52 (23.6%)
Opportunity for training and development	21 (9.5%)	45 (20.4%)	8 (3.63%)	67 (30.45%)	79 (35.9%)
Annual Leaves	4 (1.8%)	42 (19%)	16 (7.2%)	88 (40%)	70 (31.8%)

Sources: Authors own calculation

**Profession Wise Job Satisfaction:** Gratification more than half (54.02%) of pharmacy professionals said they were happy with their jobs, based on their professional backgrounds. Over 50% of the remaining healthcare professionals expressed dissatisfaction with their current position. Nonetheless, laboratory professionals had the highest level of discontent (74.50%), followed by nurses with a BSc and diploma (69.11%). Amongst senior and junior resident doctors, junior residents were more satisfied than senior residents (seen in Table 3).

Table 3: The distribution of health care personnel' job satisfaction in private hospitals, Delhi & NCR, India

Nature of Profession	Satisfaction Level (N)	Satisfaction Level (%)	Dissatisfaction Level (N)	Dissatisfaction Level (%)
Nurses (BSc. And Diploma)	21	30.88%	47	69.11%
Laboratory professionals	13	25.49%	38	74.50%
Pharmacy professionals	20	54.05%	17	45.94%
Junior Residents (JR-Doctors)	19	46.34%	22	53.65%
Senior Residents (SR-Doctors)	12	52.17%	11	47.82%

Sources: Authors own calculation

#### Factors related to overall job satisfaction:

A MLRA (multivariate logistic regression analysis) revealed that respondents' marital status, gender, occupation, educational level, and year of service had a significant impact on job satisfaction. Those aged 35 and over were less likely to be satisfied with their job compared to those aged less than 28 years old [AOR=0.99; 95% CI (0.72, 0.98)]. Women were more likely to be satisfied than men with their jobs [AOR=1.99; 95% CI (1.50, 6.81)]. Pharmacists were less satisfied with their job (AOR = 0.46, 95% CI = 0.30, 2.49), while laboratory professionals (AOR = 2.52, 95% CI = 1.21, 4.20), junior resident doctors [AOR=2.30; 95% CI (1.29, 6.41)] and senior resident doctors [AOR=2.27; 95% CI (1.37, 6.29)] were more satisfied with their jobs than Nurses (see Table 4).

Table 4: Multiple logistic regressions analyzing the factors influencing health professionals' job satisfaction in private hospitals, Delhi & NCR, India

Demographic variables	Job Satisfaction Level		COR with 95% CI	AOR with 95%CI
	Satisfied	Dissatisfied		
<b>Marital status</b>				
Unmarried	27	94	Reference	Reference
Married	39	60	0.48 (0.11,0.89)	0.66(0.11,3.71)
<b>Gender</b>				

Male	24	72	Reference	Reference
Female	30	94	1.18 (1.05,4.36)	1.99(1.50,6.81) *
<b>Age (in years)</b>				
<28	20	58	Reference	Reference
28-35	42	59	0.46 (0.20,0.89)	0.59(0.14,0.90) *
>35	18	23	0.81 (0.21, 0.92)	0.99(0.72, 0.98) *
<b>Education Level (In medical)</b>				
Bachelor Degree	26	52	Reference	Reference
Diploma	28	69	1.20 (1.06,8.01)	2.28 (1.30,6.39) *
Master Degree	19	26	1.19(1.04,7.79)	2.01 (1.21,6.36) *
<b>Profession</b>				
Nurses (BSc. And Diploma)				
Laboratory professionals	21	47	Reference	Reference
Pharmacy professionals	13	38	1.51 (1.29,4.01)	2.52 (1.21,4.20) *
Junior Residents	20	17	0.31 (0.19,0.59)	0.46 (0.30,2.49)
Senior Residents	19	22	1.31 (1.10,7.99)	2.30 (1.29,6.41) *
	12	11	1.24 (1.08,8.03)	2.27 (1.37,6.29) *
<b>Service Years</b>				
Between 2-6 years	34	93	Reference	Reference
More than 6 years	22	71	0.40(0.18,0.70)	0.26(0.15,0.99) *

Sources: Authors own calculation

\*=P value less than 0.05

### Co-Relation Results:

The association between overall work satisfaction and several elements of job satisfaction was examined in this study using a Pearson correlation. The correlations between the various aspects were statistically significant, indicating that job satisfaction is not dependent on individual job characteristics. The individual dimensions of satisfaction and job satisfaction were found to have moderate positive correlations with each other, ranging from low to moderate. The criteria of performance evaluation and appraisal were found to be the most influential factor in job satisfaction due to the high level of variance (0.729\*) in job satisfaction (See Table 5).

Table 5: The relationship between the level of overall satisfaction and the level of job satisfaction in private hospitals is examined

	Overall, Job Satisfaction	Remuneration	Type of management style	Organization's working condition	Relationship with superiors and subordinates	Criteria of performance evaluation & appraisal	Participation in Managerial decision making	Opportunity for training and development	Annual Leaves
Overall, Job Satisfaction	1								
Remuneration	0.510*	1							

Type of management style	0.644*	0.499*	1						
Organization's working condition	0.649*	0.435*	0.399*	1					
Relationship with superiors and subordinates	0.599*	0.457*	0.367*	0.312*	1				
Criteria of performance evaluation & appraisal	0.729*	0.531*	0.323*	0.344*	0.421*	1			
Participation in Managerial decision making	0.512*	0.420*	0.367*	0.314*	0.411*	0.241*	1		
Opportunity for training and development	0.610*	0.399*	0.387*	0.310*	0.433*	0.345*	0.238*	1	
Annual Leaves	0.510*	0.412*	0.345*	0.299*	0.278*	0.311*	0.024	0.045	1

Sources: Authors own calculation

## CONCLUSION:

In the present study, whose objective was to evaluate job satisfaction and related factors among obstetrics and gynecological laboratory scientists in a private hospital, the authors found that the majority of research participants were dissatisfied with their job satisfaction parameters (Mengistu & Bali, 2015; Temesgen et al., 2018). To calculate the overall satisfaction level, each health worker was asked to respond to eight factors that influence job satisfaction. These factors were compensation/salary, type of management style, working conditions of the organization, relationships with supervisors and subordinates, performance evaluation and assessment criteria, involvement in managerial decision-making, training and development opportunities, and annual leaves. Those with an average score below average were classified as "dissatisfactory", while those with an average score of "satisfactory" and above were considered "satisfied". A self-administered survey was conducted with a sample of 220 health workers. Overall, 65 (29.54%) of health workers reported satisfaction with their job, and 155 (70.45%) were not satisfied, with neutral responses being assumed. The study also concluded that pharmacists were less satisfied with their jobs (AOR = 0.46, 95% CI = 0.30, 2.49), while laboratory professionals (AOR = 2.52, 95% CI = 1.21, 4.20), junior resident doctors [AOR



= 2.30; 95% CI (1.29,6.41)] and senior resident doctors [AOR=2.27; 95% CI (1.37, 6.29)] were more satisfied with their jobs than nurses. Additionally, criteria for performance evaluation and appraisal were found to be the most influential factor in job satisfaction due to the high level of variance (0.729\*) in job satisfaction. Thus, it can be concluded that the employment satisfaction of health professionals employed in private hospitals is low.

### Limitations and Future Scope:

The authors of this study have tried to include the majority of parameters of the job satisfaction of health care workers but still, like other research works, it is not free from limitations. Firstly, this study is conducted amongst healthcare professionals working in obstetrics and gynecology services only. Secondly, only private hospitals were included however public sector hospitals could also be considered. Thirdly, the hospitals operating in Delhi and the NCR region were included in this research work, which may not be applicable in other states. Further, only a few parameters and demographic variables were considered for the study. The authors would try to overcome all these limitations in future research related to the healthcare sector.

**Practical implications:** The findings of this article are useful for hospital management, government, the healthcare sector, and policymakers. All these stakeholders can perform better and can work for the betterment of healthcare workers and society by implementing appropriate service policies.

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#### Authors' contributions

The author contributed toward data analysis, drafting and revising the paper and agreed to be responsible for all the aspects of this work.

#### Declaration of Conflicts of Interests

The author declares that they have no conflict of interest.

#### Availability of data and materials

Not Applicable

#### Use of Artificial Intelligence

Not applicable

#### Declarations

The author declares that all works are original and this manuscript has not been published in any other journal.

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