

A CASE STUDY ON EMPLOYEE SATISFACTION IN THE HEALTHCARE SECTOR

Abstract

This research aimed to identify and analyze variables influencing employee satisfaction in the healthcare sector. Fifteen variables were identified through literature review and expert consultations, including feedback, communication transparency, work ownership, return on assets, internship opportunities, information flow quality, interdepartmental communication, performance ratings, collaboration culture, artificial intelligence, staff coordination, employee involvement, response time, staff availability, and latest technology. Exploratory Factor Analysis (EFA) was used to group these variables into four factors: managerial impact, user satisfaction, employee productivity, and service aspects. IBM AMOS software was employed to establish interrelationships among these factors. The study found positive associations between managerial impact and user satisfaction, as well as between user satisfaction and employee productivity. It also highlighted the indirect impact of organizational factors on service quality, mediated by other variables. The research validated hypotheses related to the influence of organizational rules, policies, and practices on employee productivity, the link between user satisfaction and organizational offerings, and the importance of prioritizing user satisfaction for enhancing productivity. This study contributes to understanding the complex relationships between organizational factors, employee satisfaction, and service quality in the healthcare sector.

Keywords: Employee Satisfaction, Healthcare Sector, Variables, Exploratory Factor Analysis (EFA), Organizational Factors, Service Quality, Interrelationships.

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I. INTRODUCTION

The growth of an organization depends on the commitment of its employees. To ensure dedication, organizations must prioritize employee satisfaction through engagement and care. Employee satisfaction is influenced by various factors, such as their role, work environment, supervisors, and organizational culture. Regular surveys are used to gauge satisfaction and monitor trends. High employee satisfaction leads to better retention, reduced turnover, and improved performance. To achieve satisfaction, employers must meet employee needs and aspirations by providing a conducive work environment, fulfilling roles, and supporting career development. Overall, prioritizing employee engagement and satisfaction drives organizational growth and success.

II. BACKGROUND AND RELATED RESEARCH

According to Raziq and Maulabakhsh (2015), employees are crucial assets in achieving an organization's vision. Employee satisfaction, as described by Singh and Jain (2013), refers to the positive or negative feelings an individual holds toward their job. Shrestha and Chalidabhongse (2006) emphasize that while competitors can copy business models and strategies, employees are the unique factor that truly defines a company. To ensure employee satisfaction, organizations should provide the right working environment and culture that enables employees to perform to their full potential and achieve the Key Performance Indicators (KRAs) set by the company. Job satisfaction, as studied by Hoppok & Spielgler (1938), is a crucial criterion for workforce engagement and motivation, influenced by physiological, environmental, and psychological factors. Employee engagement, as defined by Kapoor and Meachem (2012), measures an employee's emotional connection to their role, team members, and the organization. Engaged employees, as noted by Bedarkar and Pandita (2014), go beyond their contractual obligations, displaying commitment, enthusiasm, and passion. Openly sharing knowledge and collaborating with peers to improve individual and organizational performance are indicators of employee engagement (Chitra and Badrinath, 2012). Emotional intelligence also plays a role in an employee's professional development. (Jaiswal & Mukti, 2023b) assert that being able to identify, evaluate, and manage emotions, both their own and others, is crucial in the workplace. Emotionally intelligent employees are positive, collaborate effectively, and contribute to the organization's success.

The importance of employee satisfaction in organizations is highlighted by research, with increased satisfaction leading to improved business achievements and corporate profitability (Kular et al., 2008). The work environment significantly influences employee satisfaction, encompassing aspects such as job roles, training, accountability, social and physical working conditions (Spector, 1997).

Creating a positive work environment is crucial as it enables employees to display their competencies and reach their full potential, leading to improved engagement and loyalty (Kular et al., 2008). To achieve this, organizations should involve employees in decision-making, offer flexible working hours, foster a team-oriented culture, and have supportive senior leadership (Agrawal & Mukti, 2023). Employee satisfaction plays a pivotal role in fostering engagement, with engaged employees demonstrating higher job performance (Abraham, 2012). Kishore & Srinivasan (2016) find a significant relationship between networking practices and career success among teaching faculties. Research suggests a

positive link between employee satisfaction and customer satisfaction, with both front-end and back-end employee engagement influencing customer delight (Hao, J., Ma, Q., Zhao, X., & Fan, G., 2012). Quality is a driving factor in customer satisfaction, and the engagement of both back-end and front-end employees is crucial for maintaining defined quality standards.

In the healthcare sector, employee satisfaction is influenced by workload, patient care, work-life balance, professional growth, and organizational culture (Kular et al., 2008). Prioritizing employee satisfaction in healthcare leads to higher patient care quality, reduced burnout, and improved teamwork (Hao, J., Ma, Q., Zhao, X., & Fan, G., 2012).

Overall, ensuring employee satisfaction is essential for organizational success and should be a key focus for businesses and healthcare institutions alike

III. CHALLENGES FOR EMPLOYEE SATISFACTION IN THE HEALTHCARE SECTOR

Challenges for Employee Satisfaction in the healthcare sector include high workload and stress, leading to physical and emotional exhaustion. Burnout is also a concern due to the demanding nature of healthcare jobs. Healthcare professionals face emotional challenges from dealing with difficult situations. Work-life balance can be difficult to achieve with irregular working hours. Limited resources and lack of decision-making power can hinder job satisfaction (Jaiswal et al., 2023). Communication issues and interprofessional dynamics can impact teamwork. Career advancement opportunities may be limited in some settings.

Addressing these challenges requires a comprehensive approach, including workload management, support systems, promoting work-life balance, enhancing communication, and providing professional development opportunities. Prioritizing employee satisfaction and well-being benefits both healthcare workers and patient care outcomes.

IV. LITERATURE REVIEW

Bhardwaj, Mishra, and Jain (2021) conducted a study on job satisfaction in the banking industry, identifying working conditions and promotional opportunities as crucial factors. The study emphasized the significance of human resources for organizational success. Bank employees expressed contentment with their work environment and administrative support but also mentioned dissatisfaction with long working hours and the payment structure. Improving working conditions and addressing these factors can lead to higher employee satisfaction and performance in the banking sector. Stirpe, Profili, and Sammarra (2022) conducted a study on the impact of HR practices and policies on employee satisfaction. The research showed that when employees are content with an organization's processes and practices, it positively affects their performance. The study examined the relationship between employee satisfaction with HR practices and individual performance, exploring the underlying mechanisms of this association. Vyas (2023) highlights the importance of employee engagement, emphasizing factors such as appreciation, communication, growth opportunities, and supportive management. Engaged employees lead to higher retention and better organizational performance. The studies underscore the need for a supportive work environment, addressing job dissatisfaction, and using AI-assisted HR systems to enhance employee experience and engagement. Tahir (2023) conducted a study on employee engagement and its impact on performance, identifying significant variables that

support improved employee performance. The study highlights the interconnectedness of independent and dependent factors in influencing performance outcomes (Jaiswala & Muktib, n.d.). Burnett, J.R. and Lisk, T.C. (2019) conducted a study on employee engagement and meaningful work's impact on critical company outcomes, including wellbeing, job satisfaction, and productivity. They found that meaningful work is a crucial psychological state within the job demands-resources model that explains the relationship between employee engagement and job resources. Their survey of 1415 employees across multiple organizations revealed that job variety, autonomy, learning opportunities, and expectations had a positive direct connection with meaningful work. Employee engagement was also positively influenced indirectly through meaningful work by these job resources. However, line manager help had a negative connection with engagement. The study highlighted that job variety was the strongest predictor of meaningful work and that employee motivation was strongly associated with meaningful work and job resources. Overall, meaningful work contributes to employee skill development, work variety, and engagement in achieving organizational targets. Flexible working hours also play a role in employee motivation and engagement by providing employees with the freedom to choose their work timings.

Setiyani, A., Djumarno, D., Riyanto, S., and Nawangsari, L. (2019) conducted a study focusing on the impact of work environment, flexible working hours, and communication on employee motivation and engagement, particularly among the Y millennial generation. The research revealed that a positive work environment contributes to improved employee motivation and engagement for millennial employees. Additionally, flexible working hours play a significant role in influencing both employee motivation and engagement. The study emphasized the importance of effective communication and a rewards and recognition framework in determining employee motivation and engagement within an organization. In the context of the COVID-19 pandemic, organizations faced challenges in engaging employees in the new work from home (WFH) environment. The pandemic necessitated new ways of engaging with employees, and WFH became the new norm for many organizations (Jaiswal & Mukti, 2023a). While the WFH setup poses unique challenges, there is still limited research available on this topic. Organizations have been exploring innovative strategies to effectively engage with their remote workforce during this period.

Luthia, D.M. and Sathiamoorthy, M.V. (2021) conducted research focusing on employee engagement during the work-from-home (WFH) scenario and proposed a framework to enhance it. The study explored the perception of employees regarding organizational support during WFH and its impact on engagement. Key factors such as employee communication and rewards were found to significantly influence engagement in the WFH environment. The researchers emphasized the importance of online and transparent communication as an HR policy and process during the pandemic to impact engagement and motivation through an effective reward and recognition policy. The study offered practical recommendations on how virtual communication and extrinsic motivation can influence overall engagement. The findings highlighted the significance of consistent support to employees and tailoring motivational approaches based on age and experience levels. The analysis also shed light on organizations' efforts to maintain online communication and IT support for employees during the COVID-19 crisis. In a study conducted by Paais, M. and Pattiruhu, J.R. (2020), the impact of leadership, culture, and motivation on employee engagement and performance was examined. The research involved 155 employees, and data was collected through a survey and analyzed using the SEM model. The findings revealed that culture and job motivation positively influenced productivity, while management connect

significantly affected employee engagement but not performance. Employee satisfaction was influenced by motivation, leadership connect, and culture, while productivity was influenced by motivation, leadership connect, culture, and job satisfaction. The study emphasized the importance of motivation, leadership connect, and culture in increasing job satisfaction and highlighted the positive impact of senior leadership's motivation on organizational performance. Prayudi, A. and Komariyah, I. (2023) highlight the significance of human resources in organizations and the importance of providing a satisfying work environment to attract and retain quality employees. The study focuses on the impact of motivation, work environment, and career development on employee job satisfaction. The research results indicate that all three factors have a positive influence on job satisfaction (Agrawal & Mukti, 2020). Motivated employees tend to be more satisfied with their work, and a comfortable work environment enhances motivation and satisfaction. Moreover, offering career development opportunities leads to higher employee satisfaction and productivity. The researchers emphasize the need for organizations to pay attention to these factors to optimize employee satisfaction and productivity. Strategies such as rewarding top performers, providing promotion opportunities, creating a conducive work environment, and offering career development can contribute to increased employee satisfaction and productivity.

V. LITERATURE SUMMARY

The literature analysis highlights the significance of employee engagement and satisfaction for organizational success. Researchers have explored various factors, including culture, work environment, leadership, communication, rewards, and flexibility, which play crucial roles in ensuring employee retention and satisfaction. Striking the right balance in these aspects is essential for organizations to become great places to work and attract top talent. Constant efforts and prioritization of employee satisfaction enablers are necessary to create a motivated and engaged workforce.

VI. RESEARCH OBJECTIVES

The research aims to explore and understand the factors that influence employee satisfaction within the healthcare sector. The first objective is to identify the variables that contribute to employee satisfaction in this specific industry. This involves gathering data from healthcare professionals, such as doctors, nurses, support staff, and administrators, to identify the key factors that impact their satisfaction with their jobs and the organization.

Once the variables affecting employee satisfaction are identified, the next step is to perform an exploratory factor analysis. This statistical technique is used to uncover the underlying structure of the variables and group them into meaningful factors or dimensions. Through factor analysis, researchers can determine which variables are closely related and may represent similar aspects of employee satisfaction.

After conducting the exploratory factor analysis and identifying the factors related to employee satisfaction, the next aim is to develop an interrelationship among these factors. This involves understanding how the different factors interact with each other to collectively influence employee satisfaction in the healthcare sector. For example, factors such as work-life balance, opportunities for growth, and supportive leadership may all play a role in overall employee satisfaction, and the research seeks to understand the relationships between these factors.

By achieving these three objectives, the study aims to provide valuable insights into the complex nature of employee satisfaction in the healthcare sector. Understanding the key variables and their interrelationships can help healthcare organizations and management teams develop targeted strategies to enhance employee satisfaction, leading to improved retention, productivity, and overall organizational success.

VII. RESEARCH METHODOLOGY

The research article presents a roadmap for a case study conducted in the healthcare sector. Data was collected from an organization within this sector, and a Kaiser-Meyer-Olkin test was used to assess the sample size adequacy. The study employed a questionnaire with a five-point Likert scale to measure the attitudes of the respondents. Psychometric testing was used to measure opinions, attitudes, and beliefs (Animesh & Mukti, 2019). Table 1 provides a detailed description of the techniques and sampling methods used in the study, offering a comprehensive overview of the research approach.

Table 1: Description of the Techniques and Sampling Scheme

Technique	Description of the Study	Sampling Scheme
Questionnaire survey	To identify variables for employee satisfaction in the healthcare sector	The questionnaire was sent to the employee of different hospitals in the Chhattisgarh region and 165 valid responses has been collected.

The research study utilized Exploratory Factor Analysis (EFA) and Structural Equation Modeling (SEM) to analyze the data and identify patterns and relationships among variables. A conceptual model was developed to explore connections between managerial impact, employee satisfaction, productivity, and service aspects. Hypotheses were formulated and tested using SPSS AMOS software. The study aimed to enhance understanding of the relationships within the healthcare sector and provided valuable insights into the dynamics of the variables.

VIII. DATA COLLECTION

The research work involved collecting both primary and secondary data within the healthcare sector in the Chhattisgarh region of India. Primary data was gathered through offline and online surveys from employees and patients. A total of 102 valid responses were collected from healthcare industry employees, and 63 valid responses were obtained from patients. The study also included a brainstorming session with experienced healthcare workers to identify variables associated with employee satisfaction, staff productivity, and service features. Factor analysis was conducted using SPSS software to analyze the data. Table 2 displays the variables related to employee productivity and service features (Agrawal & Mukti, n.d.).

Table 2: Variables of Employee Productivity and Service Aspects

S. No.	Variables Name	Variable code	Author(s) & Year
1.	Feedbacks or ideas	VAR01FEEDBACK	Smith, Mills, & Dion (2010), HassabElnaby, Hwang, & Vonderembse (2012)
2.	Transparency in communication	VAR02TRANS	Kekre & Srinivasan (1990), HassabElnaby <i>et al.</i> (2012)
3.	Freedom to take ownership at work	VAR03FREEDOM	M. E. Jennex & Olfman (2002), Campatelli, Richter, & Stocker (2016)
4.	Return on assets	VAR04RETURNS	Hunton, Lippincott, & Reck (2003), HassabElnaby <i>et al.</i> (2012)
5.	Internship provided to employees	VAR05TRAINING	Dezdar & Ainin (2011), Hsu, Yen, & Chung (2015)
6.	Information flow quality/quantity	VAR06INFOFLOW	Chien & Tsaur (2007), Al-Busaidi (2010), Chawla & Joshi (2011)
7.	Interdepartmental communication	VAR07COMM	Ballard & Seibold (2006), Laframboise, Croteau, Beaudry, & Manovas (2007), Usoro & Kuofie

			Uoro & Kuofie (2006)
8.	Appraisal ratings/employees' performance rating	VAR08APPRAISAL	Pearce & Porter (1986), Qutaishat, Khattab, Khair, Abu, & Amer (2012)
9.	Culture of collaboration in the organization	VAR09EXPFULFIL	Hackett, Mirvis, & Sales (1991), Al-Busaidi (2010)
10.	Artificial intelligence	VAR10ARTIFICIAL	Al-Busaidi (2010) Tziritas, Xu, Loukopoulos, Khan, & Yu (2013)
11.	Staff coordination	VAR11COORDINATION	Sabherwal & Sabherwal (2005), Hsu <i>et al.</i> (2015)
12.	Employees involvement	VAR12INVOLVEMENT	Yeh, Yang, & Lin (2007), HassabElnaby <i>et al.</i> (2012)
13.	Response time	VAR13RESPTIME	Yeh <i>et al.</i> (2007), Hsu <i>et al.</i> (2015)
14.	Staff availability	VAR14STAFFAVA	Yeh <i>et al.</i> (2007), Hsu <i>et al.</i> (2015)
15.	Latest technology	VAR15TECH	Siau & Tian (2004), Hsu <i>et al.</i> (2015)

The collected data was analyzed to measure employee satisfaction in the healthcare sector. The KMO test yielded a value of 0.639, indicating adequate sampling for factor analysis. Additionally, the Bartlett's Test of Sphericity produced a significance value of less than 0.05, suggesting the data's suitability for factor analysis.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure	Value
Sampling adequacy	0.639
Approx. chi-square	547.615
Bartlett's test of sphericity	Value
Degree of freedom (df)	120
Significance	.000

IX. MEASUREMENT INSTRUMENT

The study selected variables through a literature review and a brainstorming session, as shown in Table 2. Respondents' attitudes were measured using a five-point Likert scale. Demographic characteristics, such as gender, position, and experience, were recorded in Table 4.

Table 4: Demography of Respondents

Kaiser- Meyer-Olkin measure	Value
sampling adequacy	0.639
Approx. chi-square	547.615
Bartlett's test of sphere city	value
Degree of freedom (df)	120
Significance	.000

The study utilized Exploratory Factor Analysis (EFA) to group the identified variables. EFA is an exploratory approach that helps determine the factor structure and explain maximum variance in the data. It was chosen over Confirmatory Factor Analysis (CFA) because the main goal was to explore the factor structure and uncover latent factors within the data(Agrawal et al., 2021).

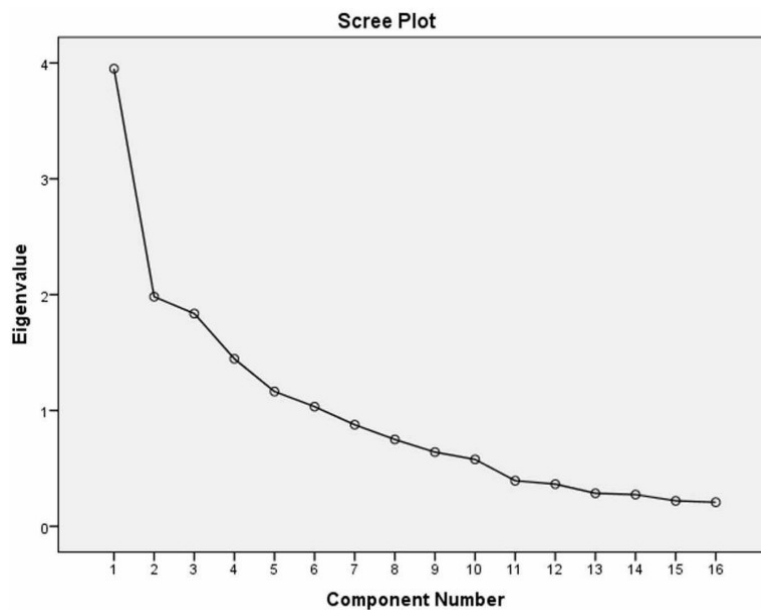


Figure 1: Eigenvalue Vs the Number of Components

Figure 1 shows the scree plot between the eigenvalues and number of components depicting eigenvalues greater than 1.

Table 5 shows the total variance obtained from the factor analysis, comprising component, initial eigenvalues, extraction sum of squared loadings and rotated sums of squared loadings. The study used the rotated component matrix in Table 6 to reduce variables into common factors. Six factors were derived from the survey responses, but for further analysis, only factors with two or more variables were considered, while others were optional for use.

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction sums of squared loadings			Rotated sums of squared loadings		
	Total	Variance %	Cumulative %	Total	Variance %	Cumulative %	Total	Variance %	Cumulative %
1	3.950	24.690	24.690	3.950	24.690	24.690	2.749	17.183	17.183
2	1.982	12.386	37.077	1.982	12.386	37.077	1.920	11.993	29.181
3	1.836	11.477	48.554	1.836	11.477	48.554	1.910	11.993	41.174
4	1.446	9.038	57.592	1.446	9.038	57.592	1.730	10.863	52.037
5	1.163	7.271	64.863	1.163	7.271	64.863	1.680	10.501	62.541
6	1.033	6.456	71.318	1.033	6.456	71.318	1.400	8.777	71.318
7	.877	5.480	76.798						
8	.750	4.686	81.484						
9	.640	4.003	85.487						
10	.577	3.608	89.096						
11	.394	2.462	91.558						
12	.365	2.279	93.837						
13	.285	1.780	95.617						
14	.274	1.711	97.328						
15	.220	1.374	98.702						
16	.20	1.298	100.0						

Extraction Method: Principal Component Analysis.

Table 6: Rotated Component Matrix

Variables	Component Factors					
	1	2	3	4	5	6
VAR02TRANS	.813					
VAR01FEEDBACK	.781					
VAR03FREEDOM	.723					
VAR04RETURNS	.707					
VAR13RESPTIME		.816				
VAR12INVOLVEMENT		.686				
VAR14STAFFAVA		.615				
VAR07COMM			.843			
VAR06INFOFLOW			.670			
VAR05TRAINING			.558			
VAR09EXPFULFIL				.806		
VAR11COORDINATION				.711		
VAR08APPRAISAL				.561		
VAR10ARTIFICIAL					.615	
VAR15TECH						.866

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 11 iterations. Table 7 provides grouping of variables under the factors. The study employed Structural Equation Modelling (SEM) using a conceptual model that includes managerial impact, user satisfaction, employee productivity, and service aspects. The model shows the interdependency among these factors, with managerial impact and user satisfaction as independent factors, and employee productivity and service aspects as dependent factors. Hypotheses were formulated and tested using SPSS AMOS software to analyze the relationships between these variables within the model.

Table 7: Grouped Variables

S. No.	Variable	Grouped under
1	VAR01FEEDBACK	Managerial impact (4 Variables)
2	VAR02TRANS	
3	VAR03FREEDOM	
4	VAR04RETURNS	
5	VAR05TRAINING	User satisfaction (3 Variables)
6	VAR06INFOFLOW	
7	VAR07COMM	
8	VAR08APPRAISAL	Employee productivity (4 Variables)
9	VAR09JUNIOR	
10	VAR10ARTIFICIAL	
11	VAR11COORDINATION	
12	VAR12INVOLVEMENT	Service aspects (4 Variables)
13	VAR13RESPTIME	
14	VAR14STAFFAVA	
15	VAR15TECH	

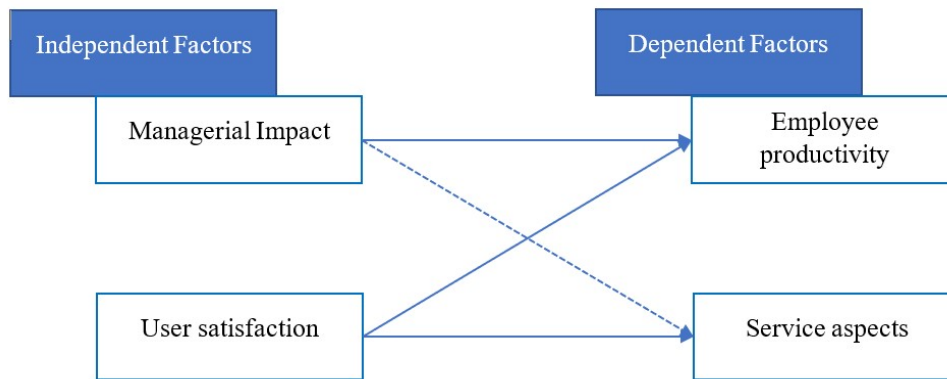


Figure 2: Conceptual Model

The study formulated and tested several hypotheses based on the conceptual model. These hypotheses focused on the relationships between managerial impact, user satisfaction, employee productivity, and service aspects. The hypotheses were tested for statistical significance to determine the extent of their positive effects and relationships within the model.

Hypotheses are as follows:

H1: There is a positive effect of managerial impact on employee's productivity.

H2: There is a positive effect of managerial impact on service aspects.

H3: There is a positive effect of user satisfaction on employee's productivity.

H4: There is a positive effect of user satisfaction on service aspects.

H5: There is a positive relationship between managerial impact and user satisfaction.

In this study, Structural Equation Modeling (SEM) was used to conduct multiple regressions and exploratory factor analysis. The measurement model's variables and determining factors were established, creating a structured model. Regression weights, standardized regression weights, critical ratios, and correlations between factors were analyzed and presented in various tables, providing insights into the relationships and variability between the model's variables.

Table 8: Regression Weights

Dependent Entities	Independent Entities	Estimate	S.E.	C.R.	P-Value
EMPLOYEE_PRODUCTIVITY	MANAGERIAL_IMPACT	.211	.108	1.95	.050
SERVICE_ASPECTS	MANAGERIAL_IMPACT	-.152	.138	-1.10	.271
SERVICE_ASPECTS	USER_SATISFACTION	.736	.283	2.600	.008
EMPLOYEE_PRODUCTIVITY	USER_SATISFACTION	.742	.285	2.60	.009
EP2ARTIFICIAL	EMPLOYEE_PRODUCTIVITY	.911	.180	5.07	***
EP4COORDINATION	EMPLOYEE_PRODUCTIVITY	.833	.171	4.88	***
EP1APPRAISAL	EMPLOYEE_PRODUCTIVITY	1.000			
SA2RESPTIME	SERVICE_ASPECTS	1.190	.311	3.82	***
SA1INVOLVEMENT	SERVICE_ASPECTS	.706	.196	3.60	***
SA4STAFFAVA	SERVICE_ASPECTS	1.000			
MI2TRANS	MANAGERIAL_IMPACT	.725	.125	5.77	***
MI1 FEEDBACK	MANAGERIAL_IMPACT	.631	.104	6.06	***
MI3FREEDOM	MANAGERIAL_IMPACT	.752	.116	6.48	***
MI4RETURNS	MANAGERIAL_IMPACT	1.000			
USAT3COMM	USER_SATISFACTION	1.000			

Dependent Entities	Independent Entities	Estimate	S.E.	C.R.	P-Value
	N				
USAT2INFOFLOW	<--- USER_SATISFACTIO N	1.048	.300	3.49	***
USAT1TRAINING	<--- USER_SATISFACTIO N	1.602	.398	4.02	***
MANWORK	<--- USER_SATISFACTIO N	.802	.267	3.00	.003

Multiple regressions and exploratory factor analysis can both be done well using SEM (Ullman & Bentler, 2003). In this study, the measurement model's variables and determining factors were established. This set of derived variables comes together to create a structured model. The regression weights are shown in Table 8 together with the dependent and independent variables, estimates, standard errors, critical ratios, and p-values. The dependent entities, independent entities, and estimates are all included in Table 9's standardized regression weights. The ratio of the estimate to the standard error (S.E.) is used to compute the critical ratio (C.R.). An association between the dependent and independent variables, as well as the factors, is denoted by a C.R. value larger than 1.9. Table 11 shows the correlation between Factor 1 (USER_SATISFACTION) and Factor 2 (MANAGERIAL_IMPACT), while Table 10 shows the covariance of Factors 1 and 2. This table demonstrates how factors 1 and 2 are related to one another and how their proportions change. The variances and squared multiple correlations are shown in Tables 12 and 13, respectively. These tables offer more details on the variability and connections between the model's variables.

Table 9: Standardized Regression Weights

Dependent entities	Independent entities	Estimate
EMPLOYEE_PRODUCTIVITY	<-- MANAGERIAL_IMPACT	.312
SERVICE_ASPECTS	<-- MANAGERIAL_IMPACT	-.161
SERVICE_ASPECTS	<-- USER_SATISFACTION	.488
EMPLOYEE_PRODUCTIVITY	<-- USER_SATISFACTION	.503
EP2ARTIFICIAL	<-- EMPLOYEE_PRODUCTIVITY	.630
EP4COORDINATION	<-- EMPLOYEE_PRODUCTIVITY	.597
EP1APPRAISAL	<-- EMPLOYEE_PRODUCTIVITY	.765
SA2RESPTIME	<-- SERVICE_ASPECTS	.708
SA1INVOLVEMENT	<-- SERVICE_ASPECTS	.505
SA4STAFFAVA	<-- SERVICE_ASPECTS	.637
MI2ITRANS	<-- MANAGERIAL_IMPACT	.639
MI1 FEEDBACK	<-- MANAGERIAL_IMPACT	.673
MI3FREEDOM	<-- MANAGERIAL_IMPACT	.730
MI4RETURNS	<-- MANAGERIAL_IMPACT	.762
USAT3COMM	<-- USER_SATISFACTION	.494
USAT2INFOFLOW	<-- USER_SATISFACTION	.503
USAT1TRAINING	<-- USER_SATISFACTION	.685
USAT4MANWORK	<-- USER_SATISFACTION	.405

Table 10: Covariance

Factor 1	Factor 2	Estimate	S.E.	C.R.	P-Value
USER_SATISFACTION	<--> MANAGERIAL_IMPACT	.117	.040	2.955	.003

Table 11: Correlations

Factor 1	Factor 2	Estimate
USER_SATISFACTION	<--> MANAGERIAL_IMPACT	.558

Table 12: Variances

Independent entities	Estimate	S.E.	C.R.	P
MANAGERIAL_IMPACT	.458	.112	4.071	***
USER_SATISFACTION	.097	.039	2.473	.013
U15	.100	.038	2.672	.008
U16	.335	.133	2.508	.012
U1	.266	.048	5.603	***
U2	.264	.045	5.852	***
U3	.150	.038	3.919	***
U4	.573	.165	3.481	***
U5	.591	.100	5.889	***
U6	.595	.132	4.516	***
U7	.349	.058	5.989	***
U8	.220	.038	5.756	***
U9	.226	.043	5.223	***
U10	.330	.068	4.826	***
U11	.299	.048	6.258	***
U12	.314	.051	6.151	***
U13	.281	.062	4.555	***
U17	.318	.048	6.560	***

Table 13: Squared Multiple Correlations

Dependent entities	Estimate
SERVICE_ASPECTS	.176
EMPLOYEE_PRODUCTIVITY	.525
MANWORK	.164
USAT1TRAINING	.469
USAT2INFOFLOW	.253
USAT3COMM	.244
MI4RETURNS	.581
MI3FREEDOM	.534
MI1 FEEDBACK	.453
MI2TRANS	.408
SA4STAFFAVA	.406
SA1INVOLVEMENT	.255
SA2RESPTIME	.501
EP1APPRAISAL	.585
EP4COORDINATION	.357
EP2ARTIFICIAL	.397

Table 14: Hypothesis Result (Unstandardized)

Hypothesis	Support	Estimate	S.E.	C.R.	P	
1	YES	EMPLOYEE_PRODUCTIVITY < MANAGERIAL_IMPACT	.211	.108	1.95	.05
2	NO	SERVICE_ASPECTS < MANAGERIAL_IMPACT	-.152	.138	-1.10	.27
3	YES	SERVICE_ASPECTS < USER_SATISFACTION	.736	.283	2.60	.008
4	YES	EMPLOYEE_PRODUCTIVITY < USER_SATISFACTION	.742	.285	2.60	.009
5	YES	USER_SATISFACTION ↔ MANAGERIAL_IMPACT	.117	.040	2.95	.003

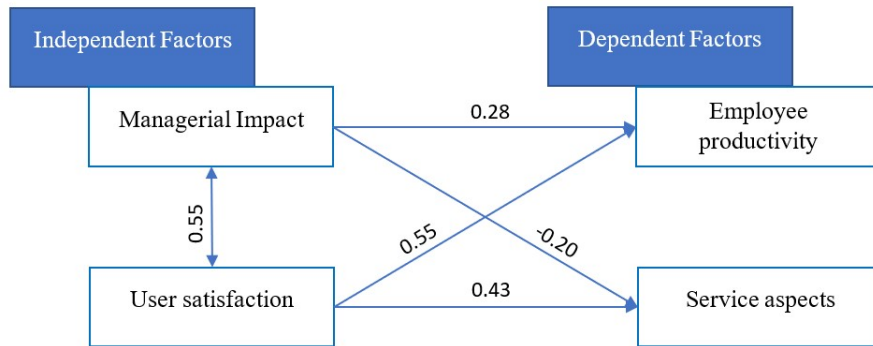


Figure 3: Path Analysis

X. RESULTS AND DISCUSSION

The study aimed to identify and analyze factors influencing employee satisfaction in the healthcare industry. The research included fifteen variables categorized into managerial impact, user satisfaction, employee productivity, and service aspects. The study found significant correlations between these variables, highlighting positive relationships between managerial impact and user satisfaction, as well as between user satisfaction and employee productivity.

Factor analysis revealed four major factors related to employee satisfaction, while two factors were not strongly supported. The research also employed structural equation modelling to assess the goodness of fit for the conceptual model, which yielded satisfactory results.

The path analysis provided insights into the relationships between different factors. Notably, a positive organizational environment positively influenced employee performance and engagement. Employee satisfaction was found to directly impact productivity, and satisfied healthcare professionals were more likely to provide quality services to patients.

The study's hypotheses were validated, emphasizing the impact of organizational policies and practices on employee productivity and user satisfaction. Organizations that prioritize end-user satisfaction, including employees and consumers, tend to see improved productivity and overall satisfaction.

XI. CONCLUSION AND FUTURE SCOPE

The research focused on identifying variables affecting employee satisfaction in the healthcare sector. Fifteen variables were identified through literature review and expert input, and then grouped into four factors using Exploratory Factor Analysis. The factors were managerial impact, user satisfaction, employee productivity, and service aspects.

The study also aimed to develop interrelationships among these factors using IBM AMOS software. For future research, the study suggests conducting longitudinal studies to examine long-term effects, validating findings across diverse healthcare settings, and exploring causal, mediating, and moderating variables. Additionally, comparing identified factors with other industries and analysing the relationship between satisfaction and employee retention would be valuable. Cross-cultural perspectives can also provide insights for improving employee satisfaction in the healthcare sector.

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