



RESEARCH PAPER

Job Satisfaction Impact on Motivation: An Empirical Research Of Private Health Sector Employees

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ABSTRACT

Since the health sector is considered to be labor intensive, employee performance levels are intrinsically tied to how well an organization functions within its environment. This objective can only be met by offering the proper incentives, which will inevitably lead to the adoption of the desired attitude and behavior. Research on the requirements a private hospital in Hyderabad Sindh Pakistan is the subject of this article's investigation of possible dynamics influencing the behaviour of its staff. SPSS version 20.0 was used to analyze the data, and correlation and regression analysis methods were used. To assess data that were gathered from 74 hospital personnel. In accordance with the findings, relationships with coworkers and accomplishment levels are the main factors that drive employee motivation, with pay levels and work requirements backing the statement. These results show that elevating employee performance levels is necessary for the hospital administration, it is necessary to create an environment where employees feel valued and appreciated while also fostering a strong work culture.

KEYWORDS Employees' Performance, Healthcare Professionals, Job Satisfaction, Motivation

Introduction

Since the provision of health services relies heavily on the human resources that staff medical institutions, the health sector is particularly challenging. Health professionals' actions as a result of their efforts have a significant impact on the quality of the services under study ((Rafiq et al., 2020). To boost their success and, as a result, the effectiveness of the health units, the administrations of the health units must place a high value on the use of the human component. For healthcare workers to be effective and provide patients with top-notch care, they must fulfil the following criteria: they must have clear expectations about the nature of their work and their workplace; they must be in possession of the necessary knowledge and skills; they must have access to the tools they need to do their jobs; they must be given feedback on their performance; and they must be under the direction of a motivating manager. Simply said, incentives are necessary to keep healthcare personnel motivated so they (Nosheen et al., 2020).

Incentives provided to healthcare personnel appear to help them overcome these issues and provide the best care possible for patients, even in situations where they lack the appropriate resources and tools. Providing incentives to employees to meet their requirements is, according to (Heinen et al., 2013; Shah et al., 2021), a potent strategy for motivating workers and boosting productivity. All health organizations should utilize this component because it may support them in identifying and managing significant problems that limit their effectiveness (Qureshi et al., 2022). In this situation, it is essential to stress that encouraging healthcare personnel is urgently needed because doing so enhances their

performance, which in turn improves the effectiveness of the services delivered and the satisfaction of patients (Qureshi et al., 2022).

The purpose of current study is to investigate the potential sources of employee motivation at a private hospital in Hyderabad Sindh Pakistan. Given that some nations' health systems have been significantly impacted by the global financial crisis, which must be addressed, it is vital to offer incentives to healthcare employees in order to boost their performance. The efficiency and efficacy of healthcare units are limited by a decrease in the number of healthcare professionals combined with a lack of supplies and technical equipment, necessitating the search for a solution on the part of their administrations. In order to manage resources effectively and produce higher-quality health services, healthcare management should make the most of the human factor.

In order for the private hospital in Hyderabad Sindh Pakistan health units' administrations to boost its staff members' productivity, they must create incentive schemes that are both reasonable and attainable. In order for health professionals to meet their demands, incentives must be offered. Accordingly, healthcare management must understand what drives its personnel to meet patient demands whether those needs vary depending on the staff member's personality and line of work. The findings of this research are anticipated to be particularly helpful and to operate in conjunction with other studies on the demands of health workers and comprehending the motivations that can motivate them were carried out in the dying days of the economic crisis.

Literature Review

Hospital administration is crucial to the efficient operation of the facility. Noting how hospital administration differs from that of other industries is also important. Furthermore, there are significant distinctions between private and public hospital management. Profit and a reduction in expenses and resources needed are the primary objectives of private health unit management. The major objective of private hospitals, on the other hand, is to promote and offer healthcare to all citizens without regard to exclusion or prejudice. Private hospitals work very hard to improve the quality of the services they offer, but this frequently results in a waste of the resources that are available, which causes issues for private health units (Coomber & Barriball, 2007; Nosheen et al., 2020; Shah et al., 2021).

Due to the country's challenging economic climate, there are issues with the quality of services offered in public hospitals. There are significant attempts being made to lower the cost of healthcare services without sacrificing quality. Governments have taken steps to improve the efficacy and efficiency of public organisations as well as make wise use of the limited resources at their disposal. Consequently, it is crucial to have the proper management in the health sector, which will be able to use resources wisely and, in particular, organise the human resources in the most efficient way to improve the quality of services provided in private health units (Anser et al., 2021).

Leadership has been demonstrated to be crucial in developing the company must have in order to properly accomplish its objectives. Fundamentally, employee responses to and behaviours in response to organisational change, company success as a whole, employee job satisfaction, and the culture that permeates an organisation all have an impact on leadership. A leader's values and personality can have a beneficial and bad impact on his or her team members' conduct. Based on his or her skills and talents, every leader takes appropriate decisions, an influence how people work, and is also accountable for the resolution and effective management of conflicts and difficulties that may develop in the workplace (Khatibi et al., 2009).

Unless a leader is successful, he or she will be able to develop an appealing vision for the team and motivate them to seek and strive toward the achievement of their objectives. A leader is indeed productive when he can energize and enthuse his team members to work

toward common objectives. A successful leader will also establish performance and reward guidelines, as well as the formation of efficient teams and channels of employee communication (Anser et al., 2021).

The job happiness of healthcare professionals has been shown to be boosted by a number of things. The increase in personnel satisfaction is a result of several variables, including their pay and income. In actuality, there have been salary reductions for staff members, invalid payments for health and nursing staff, and non-payment of numerous stipends in this profession as a result of the pathogenesis of the Pakistani health sector, as well as the country's financial disaster and slices in health care expenses. These elements contribute to a decline in the job satisfaction of healthcare workers (Bahalkani et al, 2011).

There may be some form of compensation in order to increase the productivity and job satisfaction of the medical and nursing staff. Each healthcare professional could therefore be more productive if there was a commensurate incentive that would raise his or her level of job satisfaction. This might improve the functioning of the overall health unit, which would raise the standard of services offered (Farman et al., 2017).

Highly vital is the fact that employees at health organizations report higher job satisfaction and a sense of justice inside the organization. Equal opportunity, impartial management, equitable distribution of shifts, fair allocation of responsibilities and tasks in within unit, and objective evaluation of promotions and pay increases are all important elements that might affect how satisfied nursing and medical staff are with their jobs (Qureshi et al.,2021).

Elements pertaining to the ambiance at job and the working circumstances are also significant factors that can boost job satisfaction for healthcare professionals. These aspects specifically include the availability of relaxing and practical work environments and staff rest, the accessibility of relevant tools and materials, as well as the relationships that exist between coworkers and management. Another factor that raises job satisfaction for medical and nursing staff is the presence of positive relationships and respect inside the health unit. There should be reciprocity in good communication (Khan et al 2020).

The recognition of their efforts and praise they receive from coworkers, management, and clients is another aspect that boosts healthcare employees' job happiness. Recognizing employees' contributions increases their levels of job satisfaction (Qureshi et al., 2021). When there are opportunities, employees are incredibly happy with their careers for advancement within the health unit, in addition to being acknowledged for their performance (Qureshi et al., 2021) . To improve the level of job satisfaction among the staff in the health facilities, several conditions must exist.

Since it appears to be essential to the caliber and efficacy of the services offered, there has been a surge in interest in motivating health professionals in recent years. In order to ensure that health workers are committed to both their organization and the job they create, Salleh et al (2011) contends that motivating them is a vital and significant activity. As a result, the administrative and medical staff is producing work of higher quality. It is therefore anticipated that patients would be happy with both the services they receive and the relationships they form with the medical professionals, nursing staff, and support workers working in the health facilities. Alhassan et al. (2013) both concur that the motivation of healthcare professionals affects the standard of care given to patients (Qureshi et al., 2021). In instance, Saif et al. (2012) demonstrated through their research that it is extremely likely that health workers will deliver subpar health services if they are not motivated by the management of the health units where they are working.

According to Tsounis et al. (2013)'s healthcare personnel might not interpret encouragements the same way that workers in other industries do. Additionally, they contend that due to the diversity of needs and demands, different motivational factors may

exist among the various groups of healthcare employees. Financial incentives are typically not used as a performance-enhancing tool by doctors. Contrary to other industries and groups of healthcare workers, this is what occurs in many different businesses. Instead, it appears that achievement of goals and appreciation from hospital administration and coworkers are what motivates doctors.

Babic et al., (2014) have conducted substantial study on the topic of determining what motivates healthcare personnel. They looked to see if there were any distinctions in the rewards that drive workers in the public and private health sectors. The survey's findings demonstrated that, due to the low value of material rewards and the good impact that security conditions have on workers in the private sector, not all employees are motivated by them.

According to Bhatnagar et al. (2017), there are a range of inner and exterior motives that influence consequence in the promotion of healthcare professionals. Typically, they contend that while economic benefits and working conditions are external incentives that may have an impact on their performance, their principles, morals, and sense of self-efficacy are core variables that influence or encourage individuals. In their study, Lambrou et al. (2010) sought to better understand the driving forces behind the adoption of the desired behavior by healthcare professionals. The study's findings demonstrated that employees' impulse is prejudiced by their pay, their affiliations with coworkers, and the nature of their jobs.

In order to boost their effectiveness, (Qureshi et al, 2022) conducted research on the spurs that health unit administrations can offer to their staff. They revealed that a worker's efficacy is prejudiced by their motivation, mutually inner and exterior. Two of the most important internal motivators for healthcare personnel are, more particularly, self-efficacy and self-esteem among employees. The happiness of healthcare employees with their financial compensation, working circumstances, and relationships with coworkers identified as the primary external motivators that can motivate them in Pakistan.

Healthcare unit management can provide a variety of incentives to inspire employees and boost productivity, according to Saif et al. (2012). These incentives include being involved in decision-making, taking part in educational opportunities, having a secure workplace, having excellent relationships with coworkers, and receiving fair treatment from superiors. However, it appears that the financial incentives offered to healthcare employees by healthcare facility management are the most crucial ones (Khan et al 2020).

It's also crucial to remember that employees' positions within the health unit have an impact on their demands and necessitate the creation of certain management rules in order to inspire them. In contrast to nurses and administrative workers, Shakir et al. (2007) contend the physicians are motivated by distinct variables and incentives. In a similar vein, (Bahalkani et al, 2011) shown that nurses are more interested in incentives related to money rewards than physicians, who are concerned in other motives as previously mentioned.

Hypotheses

- H1. The satisfaction of healthcare workers is positively impacted by job-related aspects.
- H2. Salary-related factors influence the happiness of healthcare professionals favorably.
- H3. Relationships with coworkers have a favorable impact on the satisfaction of medical professionals.
- H4. The satisfaction of healthcare professionals is positively impacted by work accomplishment factors.

Material and Methods

The study is conducted on the staff of a Sehat hospital in Hyderabad, Sindh, Pakistan, with a focus on the administration, nursing and physicians. This indicates that the research participants are the employees of the hospital under investigation. 74 hospital employees participated in the study, and 74 questionnaires were correctly completed. It is significant to note that 180 questionnaires were provided, of which 21 were wrongly completed and 85 were never finished, indicating a rather high level of reluctance to participate in the study.

Research Instrument

In order to assess the level of healthcare professionals' motivation, On the basis of Paleologou et al. (2006), a questionnaire was constructed. It has four classifications of criteria. The job, compensation, connections with coworkers, and professional accomplishments are all tied to these variables.

Statistical Techniques

For this study, a series of statistical techniques were used to investigate the data that had been obtained. The SPSS version 22 programme was employed for convenience and speed. To examine the diversity of obtained data, a number of statistical techniques, including mean, frequency, percentage, and standard deviation, were used. The satisfaction was measured using a 5-point Likert ordinal scale. Hypotheses were tested through using SPSS version 22.0 was used to analyze the data and correlation and regression analysis methods were used.

Results and Discussion

Table 1
Summarizes the Traits of Healthcare Professionals

	Demographic Frequency		%
Gender			
	Male	60	81.08
	Female	14	18.92
Age			
	18 to 25	06	8.11
	26 to 35	13	17.57
	36 to 45	28	37.84
	46 to 60	27	36.48
Marital Status			
	Married	59	79.73
	Unmarried	15	20.27
Education			
	Matric	02	2.700
	Intermediate	22	29.73
	Graduate	35	47.29
	Paramedics	09	12.16
	Others	06	8.11
Job Position			
	Health Care Workers	73	98.65
	Administrative staff	01	1.35

Demographic Profile

Table 1 exhibits the respondents' demographic profile. That is the 74 employees were mostly men (81.08%), with only 18.92% of them being women. 37.84% of the respondents were between the ages of 36 and 45, 36.48% were between the ages of 46 and

60, 17.57% were between the ages of 26 and 35, and 8.11% were between the ages of 18 and 25. 2.700 respondents were matriculating, or 43.24 percent of the respondents had graduate degrees. 29.73% of the participants had high intermediate education, 47.29% had a university degree, 12.16 had paramedical staff, and 08.11% had a different level of education listed. 98.65% were employed in the health care sector, while only one administrative staff member (1.35%).

Reliability Data Analysis

Cronbach's Alpha coefficients were generated to evaluate the questionnaire's reliability. "Dependability, consistency, and reliability over time, over instruments, and over groups of respondents" are the three characteristics of reliability (Cohen, Manion, & Morrison, 2007, p. 148). Each item's inter-item correlations are provided by Cronbach's alpha, also known as the alpha coefficient (Cohen et al., 2007). Alpha coefficient is always between 0 and 1. The higher value of alpha from 0.50 is regarded as acceptable (Potipiroon, Faerman, 2020). The findings in Table 2 reveal that the alpha value for the eleven employment-related questionnaire items is .848. Similar to this, the alpha value for salary with four components was .670, for coworkers with eight items it was .861, and for achievement with six items it was .859. The results show that the questionnaire was extremely reliable across the range.

Table 2
Reliability Data Analysis

Variables	Cronbach's Alpha	No. of Items
Feature connected to employment	.848	11
Feature connected to salary	.670	04
Feature connected to relation with coworkers	.861	08
Feature connected to work achievement	.859	06

Table 3
Correlation Matrix and Descriptive Statistics (n = 74)

	Feature connected to employment	Feature connected to salary	Feature connected to relation with coworkers	Feature connected to work achievement	Job Satisfaction
Feature connected to employment		.592	.626	.546	.183
Feature connected to salary	.592		.633	.552	.183
Feature connected to relation with coworkers	.626	.633		.792	.418
Feature connected to work achievement	.546	.552	.792		.418
Job Satisfaction	.183	.183	.258	.418	

Table 3 provides a list of the variables. The results of the Pearson's correlation study, which was performed to determine the strength and direction (direct or inverse) of associations among.

Table 4
Regression Model Summary

Model	B	t-Value	
Feature connected to job	-0.009	-0.056	1.860
Feature connected to salary	-0.013	-0.084	1.876
Feature connected to relation with coworkers	-0.185	-0.0936	3.376
Feature connected to work achievement	-0.578	3.224	2.737

The modified R square was employed to examine the overall variance and the prediction accuracy explained by the IVs in DV. The best prediction accuracy is defined by the R square, which is higher (Potipiroon, W., Faerman, S., (2020). Regression coefficients and hypothesis testing findings are shown in Table 4 was not statistically significant and negative (-0.009, $p > 0.05$) was the path coefficient between job-related aspects variables and satisfaction. Consequently, H1 wasn't supported. The variables pertaining to happiness and pay had a low and non-statistically significant association (-0.013, $p > 0.05$). Thus, H2 wasn't supported. The association between the parameters relating to relationships with coworkers and not being statistically significant, satisfaction was low. (-0.185, $p > 0.05$). H3 was not supported as a result. The factors that are connected to work accomplishments and satisfaction had a favourable and statistically significant link ($r = 0.578$, $p > 0.05$). H4 was therefore sustained.

The results indicate that the majority of the population is fairly satisfied with both the hospital's use of authority and the clarity of their job objectives. It ought to be mentioned, nonetheless, that a significant majority of those interviewed are not entirely happy with how clear their professional aims are. Since these personnel don't have an objective to direct their actions and behaviour, this creates serious difficulties. Additionally, a sizable portion of the sample expresses moderate to good satisfaction with the clarity of their responsibilities, but once more, a number of employees appear to be unsure of what they are expected to do.

Most survey respondents are just slightly happy with the level of safety in their workplace. Most participants hold the opinion that since they are not given the right opportunities, they cannot reach the full extent of their potential. The majority of the sample statement's responses indicate that hospital employees are extremely satisfied with the working conditions there, which is heartening because it suggests that there is a positive environment. However, all of the respondents express dissatisfaction with the hospital's supply of tools and equipment that they need to do their jobs.

Most of the sample, and specifically 50 per cent of the respondents, expressed a moderate level of satisfaction with the opportunities for personal and career improvement provided by the academic activities available to hospital employees. Since employees must be given opportunities for job growth and training in order to advance their skills and talents, it is evident that there are significant improvement prospects. Additionally, it appears that the majority of participants are generally satisfied with their ability to influence decisions and take part in the decision-making activity. In this context, there are a number of employees who express little satisfaction, a number who express great satisfaction, and lastly a number who express tremendous contentment with their jobs.

The Hospital staff' perspectives on their satisfaction with their accomplishments are particularly interesting. Most of the sample's respondents often express being moderately to extremely satisfy with the significance of their profession and the levels of respect among hospital workers. The vast majority of participants report that being acknowledged for their

efforts and accomplishments gives them modest to significant satisfaction. But the vast majority of participants feel that there aren't enough opportunities for professional and personal development in the hospital. The finding of contentment with the administration's incentive programme is particularly intriguing because the majority of the sample either has no opinion of it at all or is just mildly satisfied with it. This finding highlights the need for management to embrace new, more effective strategies that will help motivate employees effectively. This means that management's attitude and conduct toward how employees are treated must alter.

It was looked into how satisfied the study participants were with the outside rewards offered to them, particularly the compensation they receive and the relationships they have with their coworkers. The results showed that most of the population is only particularly impressed with the financial benefits of their pension and insurance coverage and not at all, not even marginally, satisfied with the money they make. However, they are only moderately pleased with their workplace and are not happy at all with the absence management procedures.

According to the presence of a spirit of cooperation and teamwork, the incitement of pride and respect, the appreciation of employees' roles, and the support they receive from supervisory staff, the bulk of the sample is moderately to extremely satisfied with the social interactions that have been developed at work. The results for relationships with colleagues are notably different from the aforementioned incentive groups, where there appears to be an overall moderate level of satisfaction. Last but not least, the majority of hospital staff members are content with their interactions with one another (Belrhiti et al., 2020).

It became evident from the findings of those variables that motivate hospital employees that their relationships with their coworkers and the accomplishments that follow play a major role. The hospital staff members' primary driving factors are not the pay or the requirements of their jobs. Similar findings were made by Hotchkiss et al. (2015), who discovered that relationships among coworkers constitute a significant incentive for health professionals. The research result that is distinct from the polls indicated above relates to their compensation, which this study does not confirm to be a significant motivating element.

There are serious issues in the health sector as a result of the rise in hospitalization, rising drug prices, and cuts to the state health budget. Private hospitals are overworked as a result of citizens' inability to purchase private insurance. As also, unemployment has increased. Growing psychiatric illnesses in individuals are a result of increased social marginalization of the unemployed or those without jobs. Even the number of cases of incapacity and suicide has increased as a result of unemployment, as have illnesses and psychological issues. Consequently, the private sector is unable to adequately and effectively address individuals' health demands (Potipiroon and Faerman, 2020). In consequence, health practitioners' job satisfaction suffers as a result of not being able to adequately meet citizens' high needs; in addition, many health professionals are leaving the country due to a serious mind outflow problem.

It is indeed crucial to note that the financing of Pakistan's private sector is insufficient to satisfy the country's rising demand, which has an impact on the efficiency of public hospitals. In actuality, in recent years, the work of health professionals has become significantly more challenging as a result of the shortages of supplies, consumables, and equipment (Qureshi et al., 2022). Additionally, the financial downturn has reduced citizen income, which has in turn limited public access to healthcare, increasing the burden in private hospitals in Pakistan. As a result, the dysfunction of the Pakistani health system and the shrinking state health budgets have made things worse for medical personnel and reduced their level of job satisfaction. To improve the standard of health services, the appropriate incentives must be offered.

Conclusion

This study looked into both internal and external elements that can inspire workers in a private hospital in Hyderabad, Sindh, Pakistan. The findings of this study demonstrate that, in the absence of a robust motivating strategy, hospital nurses' and paramedics' intrinsic motivation to work can eventually give way to extrinsic motivation. When the nursing and paramedic, who have dedicated themselves to being self-focused for years, need more assistance or an improvement in their job, managers should be aware of it and take note. They should also be considerate about providing them with the additional help they might need to remain productive and self-determining.

The study's results show that medical personnel are not totally satisfied with the current situation and that adjustments must be made in order to provide increased healthcare, which can assist the hospital in developing more effective tactics. In the end, it was discovered that healthcare professionals are not notably happy and content with their level of understanding regarding the stated priorities of healthcare systems and their responsibilities, in addition to the opportunities provided for them to participate in ruling processes and advance their career and personal growth. As a result, the managements will need to embrace a new leadership style that emphasises the needs of the employees and gives them the opportunity to take on more responsibility inside the health unit. In order for hospital personnel to understand that their work fosters their growth and provides them with prospects for promotion, they should also stimulate the establishment of educational programmes and foster development-friendly environments.

The positive relationships between coworkers also became apparent as a factor in the hospital staff's motivation. This means that the hospital's management must take every possible measure to guarantee that there is a solid sense of communal livelihood among its staff members as well as a positive environment of cooperation. It must explore all options for fostering positive interpersonal links and cooperation between all organisation members. Without it, workers cannot be productive and cannot offer the nation's residents the high-quality healthcare services they need, especially during these trying times.

The findings of this investigation are quite intriguing; however they cannot be applied to the entire hospital staff because only one hospital in the nation was included in the study's sample. Additionally, it should be mentioned that only a tiny sample of respondents served as the basis for the survey's results. These findings demonstrate the necessity for a forthcoming analysis of a bigger group of health professionals from various regions of the nation in order to assess the overall situation and look into the drivers that encourage employees to adopt the attitudes and behaviours necessary for their jobs. All hospital administrations around the globe will have a better understanding of their staff members' requirements and motivators thanks to this upcoming research. Additionally, the report provides some helpful information to assess the attributes that inspire medical assistants to do their best work. The survey can be used to develop a variety of efficient interviewing techniques and shine a light on explicit individual initiatives that can increase the level of motivation in a given role or organizational component.

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