

# Exploring the Relationship Between Employee Loyalty, Satisfaction, and Organizational Growth in the Healthcare Sector of Western Uttar Pradesh

Bushra parveen<sup>1\*</sup>, Dr priyanka rana<sup>2</sup>

<sup>1\*</sup> phd scholar, IIMT University ganga nagar meerut

<sup>2</sup> associate professor IIMT University, ganga nagar meerut

**\*Corresponding Author:** Bushra parveen

\*email= Shine4ever7@gmail.com

## Abstract

Organizational employee satisfaction and commitment have a uniquely significant role in the growth of complex organizations such as healthcare organizations. The purpose of this research is to analyze the determinants of employee commitment and satisfaction and their relation with the development of healthcare organizations in Western Uttar Pradesh. The study design adopted was a quantitative cross-sectional survey, which was done through a structured self-administered questionnaire on 340 healthcare employees including administration, clinical, and support staff. Some measured variables included employee commitment, employee satisfaction, and organizational development variables, including service delivery, patient satisfaction, and employee turnover. Data was analyzed using, SPSS v25, and correlation, and multiple regression analysis was applied to the variables to test the relationship between them. The results pointed out that employee satisfaction and loyalty were moderate-to-high with a mean of 3.8 (SD = 0.6) and 4.2 (SD = 0.7), respectively but differed based on the employee's job role. The perceived growth indicators of the organization showed positive signs; service provision mean = 3.9, SD = 0.8, and patient satisfaction mean = 4.0, SD = 0.7. Empirical analysis revealed that, indeed, both loyalty (0.65,  $p < 0.01$ ) and satisfaction (0.52,  $p < 0.01$ ) had a positive impact on organizational development. Loyalty was found to be a better predictor of organizational growth than job satisfaction. Efforts to improve worker satisfaction and retention may lead to continued, healthy growth of the healthcare industry.

**Keywords:** Employee loyalty, employee satisfaction, organizational growth, healthcare sector, Western Uttar Pradesh.

## Introduction

The healthcare sector in India bears a pivotal responsibility of catering to its citizens' health needs and the country's development. Western Uttar Pradesh region of India well known for its diversity and urbanization is an important part of the Indian healthcare sector. Western UP has a high disease prevalence, some areas of which are still poorly developed in terms of infrastructure, and the demand for healthcare is increasing. As the region grows, the healthcare industry experiences growing challenges of efficiency, quality of treatment, and services (Chakraborty *et al.*, 2023) One of the key variables affecting the outcomes and performance of healthcare organizations in this area is the health

status of the health care employees and their commitment and satisfaction with their work. Healthcare organizations need their employees to be loyal and satisfied because their levels of loyalty and satisfaction influence the quality of services that are provided to the patients and the growth of the organization (Ekowati *et al.*, 2023). Engaged and committed employees tend to be loyal and satisfied increasing commitment to the roles assigned to them meaning better care for patients, less turnover, and better performance of organizations (Nandan & Jyoti, 2020). On the other hand, dissatisfaction and low loyalty lead to high turnover rates and burnout and thus decrease the quality of patient care for the benefit of both the service providers and receivers (Motyka, 2018). The topic is important because not only the employee's satisfaction and loyalty are at stake, but the organization's success is as well. These factors are even more connected to the growth and sustainability of healthcare organizations especially in developing regions such as the Western Uttar Pradesh region. Growth in health organizations is the progressive enhancement of the delivery of services, assets, patient satisfaction, and organizational effectiveness (Austin *et al.*, 2017). For the development of such improvements, healthcare organizations need to ensure the following are, employee motivation, satisfaction, and commitment to the tasks assigned to them (Boon *et al.*, 2019). This relationship between employee contentment, commitment, and organizational development is key to explaining how healthcare institutions in Western Uttar Pradesh can improve their ability to address the growing needs of the area (Spector, 2022).

There are several reasons why this study is important. First, it adds to the scarce research studies on the level of employee loyalty and satisfaction in the Indian healthcare industry especially in the region of Western Uttar Pradesh. In this research, the factors that affect the level of satisfaction and loyalty of employees have been identified and described, and thus the difficulties of healthcare institutions in this region are discussed and the measures to mitigate them are explained (Byrne *et al.*, 2016). Secondly, the recommendations of this research will be useful to healthcare managers, policymakers, and stakeholders in the region. Knowledge of how employee commitment, satisfaction, and organizational growth are related can assist healthcare organizations in developing competitive strategies to successfully engage and retain their professionals and to significantly lower turnover and increase consumer satisfaction. Professionals in the growing healthcare sector must work hard to manage the growing population's expectations as well as provide them with quality care (MIRI, 2017). Finally, the study provides a more extensive view of the relationship between employee satisfaction and loyalty and organizational development in the healthcare industry as a contribution to the field of organizational behavior and human resource management. It will also serve as a background for future studies in other parts of India and possibly in other developing nations where the growth of the healthcare sector is also experiencing the same challenges.

The existing research has explored several aspects relating to employee loyalty and satisfaction in healthcare organizations with a focus on their effects on service quality and organizational performance. Employee commitment can be described as the extent of the bond an employee has with his employer, accompanied by a feeling of obligation, devotion, and confidence in the company (Gellatly & Hedberg, 2016). Job satisfaction, on the other hand, is the degree to which the employees are happy with their employed job, about characteristics such as working environment, pay, security of tenure, and relations with fellow employees or managers and superiors (Judge *et al.*, 2020). In the healthcare industry, some specific antecedents affect employee satisfaction and commitment such as work-family conflict, an emotional workload that is required from a healthcare employee, decision

authority, and perceived organizational support (POS) (Gomez *et al.*, 2018). Those organizations that support their employees and make them feel valued are likely to enjoy increased job satisfaction and organizational commitment from their healthcare employees, which in the end will lead to improved patient care and organizational advancement (Bliese *et al.*, 2017).

Business development is a complex concept that includes service development, technology utilization, enhanced healthcare delivery, and organizational financial performance (Palmieri *et al.*, 2020). In Western Uttar Pradesh, the development of healthcare organizations is analyzed concerning their capacity to respond to changes in healthcare requirements, diversify their offerings, and introduce modifications. Growth in the context of the current paper also encompasses the acquisition of a competent human resource, heightened standards of patient care, and optimal resource utilization (Puertas *et al.*, 2020)). Organizations in Western Uttar Pradesh in the healthcare sector have expanded rapidly due to increased urbanization and the need for health facilities. This growth, however, is threatened by problems such as inadequate supply of workforce, high turnover, and lack of effective training mechanisms. Hence, the commitment and satisfaction of employees are pivotal to maintaining organizational growth in this sector. Regarding these factors, healthcare organizations could improve their efficiency, maintain the continuity of healthcare provision, and provide the needed volume and quality of care to the patient population (Oentoro *et al.*, 2016).

### **Objectives of the Study**

1. An investigation into the antecedents that influence employee commitment and job satisfaction in healthcare organizations in Western Uttar Pradesh.
2. Find out the correlation between employee commitment, satisfaction, and organizational development in the healthcare industry of the region.

### **Materials and Methods**

#### **Study Design**

The research methodology used in this study was quantitative because it sought to analyze the relationship between the level of employee commitment, job satisfaction, and the level of organizational development in the healthcare organizations in Western Uttar Pradesh. The data were collected by administering a structured, self-completed questionnaire among the healthcare employees. The quantitative approach was useful in providing accurate and valid information on employee understanding, satisfaction, and organizational consequences. The design enabled the comparison of the interdependent variables which provided an understanding of the current status of employee engagement and organizational development. This was considered suitable for assessing flow that is associated with the level and changes of employee loyalty and satisfaction about growth-related variables within the regional health.

#### **Population and Sampling**

The target population of this study involved all the healthcare employees from hospitals, clinics, and other healthcare centers situated in western Uttar Pradesh. To get the opinions of different employees, only those who are employed in administrative, clinical, and support positions were selected. In this study, participants were recruited through the use of a stratified random sampling method that made it possible to sample all types of healthcare professionals in their respective proportions. The strata

comprised doctors, nurses, administrative staff, and other support staff. The final sample comprised 400 employees and out of 340 respondents, the response rate was 85%. This kind of sampling technique was used to reduce bias and ensure that the sample included the demography of the healthcare workforce in the region. The inclusion criteria meant that participants had to have worked for at least six months in their organizations so that they could provide informed responses about job satisfaction and organizational characteristics.

### **Data Collection Tools**

The data were obtained through a structured questionnaire which was completed with both closed questions and questions with a Likert scale. The questionnaire was divided into three sections details about the employee demographics, their satisfaction levels, and how the organization evolves. Self-completed questionnaires were used for assessment the employee satisfaction scale consisted of questions asking about the work environment, employee remunerations, job security, and relationships with other employees. The measure of employee loyalty was based on questions that asked employees about their level of commitment to the organization, length of service, and perceived importance of their job. Organizational growth was defined in terms of service quality, financial performance, and turnover rates. To ensure the validity of the data collected, the questionnaire was pre-administered to a small sample of employees from the healthcare sector to check for any problems or confusion. The final version of the questionnaire was given to the participants in both online and paper-based modes for everyone's convenience. Participants were informed that their data would remain anonymous and that participation was voluntary as measures of ethical research were observed throughout the study period of three months.

### **Variables Measured**

The variables assessed in this research included employee loyalty, job satisfaction, and the level of organizational growth. The loyalty of employees was measured by testing the level of commitment to the organization, turnover rate, and level of engagement. In measuring the employee's organizational commitment, a 15-item scale with higher scores indicative of higher levels of commitment was employed. Pre- and post-intervention job satisfaction was assessed using 15 items which included job clarity, work environment, pay, and relations with supervisor and co-workers. Organizational development was measured by factors such as staff turnover, increased efficiency of service delivery, patient satisfaction, and organizational financial health. The correlations between the above variables were examined to reveal how the levels of job satisfaction and employee loyalty affect organizational impact including growth. These variables were selected because they are germane to healthcare organizations and have been found in other studies to impact organizational outcomes.

### **Statistical Analysis**

The analysis of data was done using SPSS software program version 25. Some preliminary arithmetic mean scores were calculated to describe the demographic variables of the study participants as well as the general level of employees' satisfaction, commitment, and organizational development. To analyze the correlations between the main variables, the Pearson correlation coefficients were computed. This made it possible to evaluate the correlations between the level of satisfaction, loyalty,

and organizational growth of employees. Further, multiple regression analysis was conducted to establish the extent to which employee satisfaction and loyalty can predict the antecedent factors of organizational growth. The multicollinearity problem of the regression models was examined, and the normality, linearity, and homoscedasticity assumptions were met. Statistical significance was at the 0.05 level, and results were analyzed using standardized estimates. The reliability of the measurement scales was checked using alpha Cronbach with a value greater than 0.7. These methods gave a clear picture of how employee satisfaction and organizational commitment influence organizational performance in the healthcare industry.

**Results**

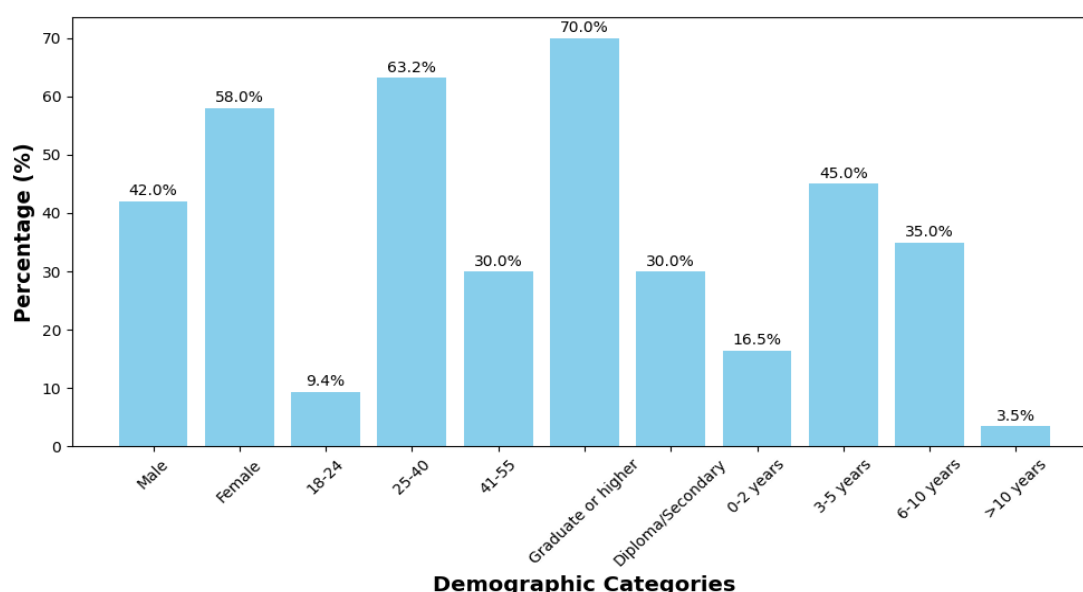
**Demographic Profile of Participants**

The demographic characteristics of the 340 healthcare employees who participated in this study showed that the participants were diverse in terms of gender, age, education, and job tenure. Out of the employees surveyed, slightly more women were present at the company, as 58% of the participants were females while 42% were males. Regarding age, the largest proportion, 63.2%, was within the 25 to 40 age range 30% was within the 41 to 55 years range. A tiny 9.4% of the respondents were below 24 years of age. About the educational level, 70% of participants had a graduate degree or higher, and 30% of participants had completed a secondary or diploma level of education as shown in Table 1. When it came to job tenure, 45% of participants reported that they had been working at their current position for 3 to 5 years, 35% for 6 to 10 years, and 16.5% for 0 to 2 years. Only 3.5% of the respondents had served their employer for more than 10 years this shows that the employer had a relatively young workforce with some of the members having spent several years in the company.

**Table 1:** Demographic Profile of Participants

Demographic Characteristic	Frequency (N = 340)	Percentage (%)
Gender		
Male	142	42
Female	198	58
Age Group		
18–24	32	9.4
25–40	214	63.2
41–55	102	30.0
Education Level		
Graduate or higher	238	70.0

Diploma/Secondary	102	30.0
Job Tenure		
0–2 years	56	16.5
3–5 years	153	45.0
6–10 years	119	35.0
>10 years	12	3.5



**Figure 1:** Demographic Profile of Participants

The demographic distribution of the participants was slightly skewed towards the female gender whereby 58% were females while 42% were males. The largest number of respondents, 63.2%, was in the age range of 25-40 years, while 30% of respondents were in the 41-55 age group, and only 9.4% of respondents were below 24 years of age. Regarding employees' education level, 70% of employees are graduate or higher level, whereas 30% had only secondary or diploma level education as shown in Figure 1. According to the job tenure, 45% of employees had been with the company for 3 to 5 years, 35% for 6 to 10 years, 16.5% for less than 2 years, and only 3.5 % of the employees had worked for more than 10 years, which shows that the organization has a young employee base.

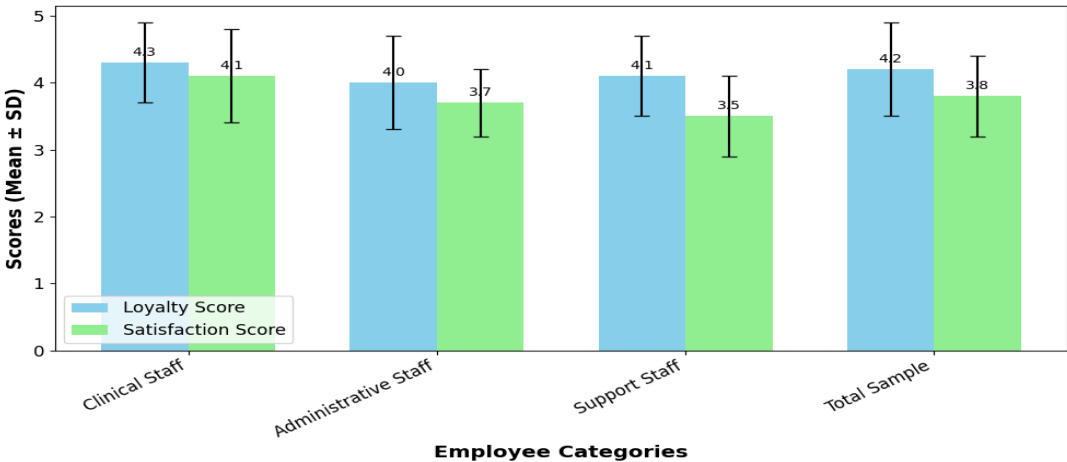
### Employee Loyalty and Satisfaction

The evaluation of the scores of employee loyalty and satisfaction also showed differences depending on the type of employee. Clinical staff had the highest mean loyalty, 4.3 (SD = 0.6), and mean satisfaction, 4.1 (SD = 0.7). The results were slightly lower for administrative staff, loyalty was 4.0 (SD = 0.7) and satisfaction was 3.7 (SD = 0.5) as shown in Table 2. The results here were the lowest across all the cadres, 4.1 (SD = 0.6) for loyalty and 3.5 (SD = 0.6) for satisfaction, and this shows that support staff was dissatisfied and less engaged in their work. The total sample of the study had 1806

an average loyalty score of 4.2 (SD = 0.7) and an average satisfaction score of 3.8 (SD = 0.6), which indicated that the level of engagement is moderate to high, but not consistent throughout the healthcare workforce in Western Uttar Pradesh. This study implies that satisfaction and loyalty may vary depending on several job positions.

**Table 2:** Employee Loyalty and Satisfaction Scores

Employee Category	Loyalty Score (Mean ± SD)	Satisfaction Score (Mean ± SD)
Clinical Staff	4.3 ± 0.6	4.1 ± 0.7
Administrative Staff	4.0 ± 0.7	3.7 ± 0.5
Support Staff	4.1 ± 0.6	3.5 ± 0.6
Total Sample	4.2 ± 0.7	3.8 ± 0.6



**Figure 2:** Employee Loyalty and Satisfaction Scores

The findings of the study on the level of employee loyalty and level of satisfaction were quite interesting and indicated significant differences in the results depending on the job position. The values identified for clinical staff were 4.3 (SD 0.6) for loyalty and 4.1 (SD 0.7) for satisfaction, while for administrative staff – 4.0 (SD 0.7) for loyalty and 3.7 (SD 0.5) for satisfaction as shown in Figure 2. The support staff further revealed the lowest satisfaction (mean = 3.5, SD = 0.6) implying that their engagement level is also lower. The total average loyalty was 4.2 (SD 0.7) while satisfaction was 3.8 (SD 0.6) indicating moderate to high engagement but unequal distribution amongst the job categories. These results highlighted the effects of work positions on worker's attitudes toward organizational commitment and job contentment.

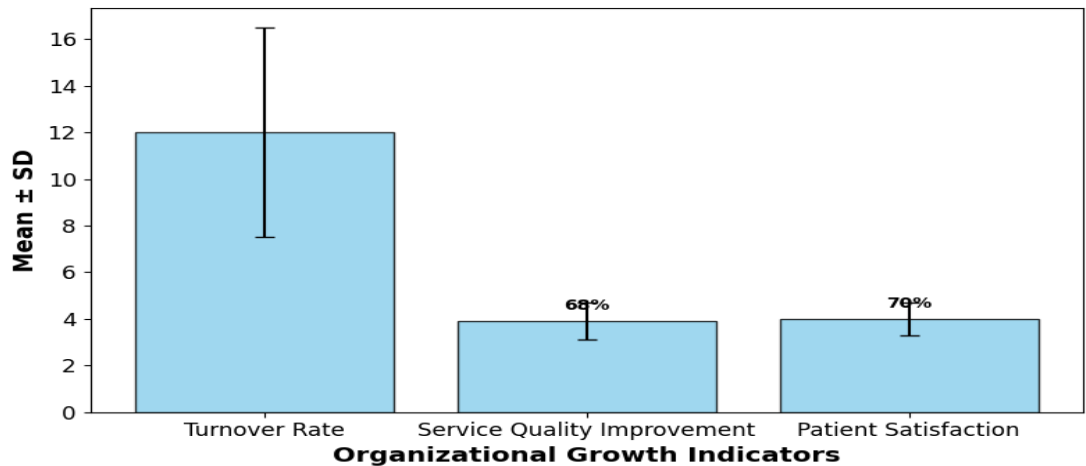
**Organizational Growth Indicators**

The organizational growth variables were all positive over the measured period. The overall turnover rate was moderate, with a mean value of 12.0 % (SD = 4.5), which indicated that healthcare organizations in western Uttar Pradesh had low employee turnover. 68% of the respondents reported enhanced service quality with a mean value of 3.9 (SD = 0.8) signifying perceived improvements in

service delivery. Patient satisfaction was also high with a mean score of 4.0 (SD = 0.7), 70% of the participants reported some improvement in the area of patient care as shown in Table 3. These results indicate that despite the different problems that healthcare organizations encountered, there was on balance, a gradual improvement in the most important measures of growth. The low turnover rates coupled with high levels of service quality, and patient satisfaction mean that employee loyalty and satisfaction may be key to organizational growth and stability in the health sector.

**Table 3:** Organizational Growth Indicators

Indicator	Mean $\pm$ SD	Percentage (%)
Employee Turnover Rate	12.0 $\pm$ 4.5	-
Service Quality Improvement	3.9 $\pm$ 0.8	68%
Patient Satisfaction	4.0 $\pm$ 0.7	70%



**Figure 3:** Organizational Growth Indicators

The evaluation of the organizational development revealed that the growth factors of the organization enhanced positive growth during the assessment period. The turnover rate was calculated to be about 12.0% (SD 4.5) which shows that the workforce in healthcare organizations of western Uttar Pradesh is not very fluctuating. The last domain was service quality and it has received a significant improvement as 68% of the respondents felt that the services being delivered were better and the mean score in this case was 3.9 (SD 0.8) as shown in Figure 3. Regarding patient satisfaction, it was rated as high with mean=4.0 (SD 0.7) and the majority of the respondents noted improvement in patient care = 70%. These findings indicated gradual improvement of the key organizational growth indicators and stressed that the primary focus should be made on the employees' satisfaction and retention as the major drivers for organizational stability and growth.

**Regression Analysis: Predicting Organizational Growth**

The regression analysis showed that both the measures of employee loyalty and job satisfaction were good predictors of organizational growth in healthcare organizations. The results of hypotheses

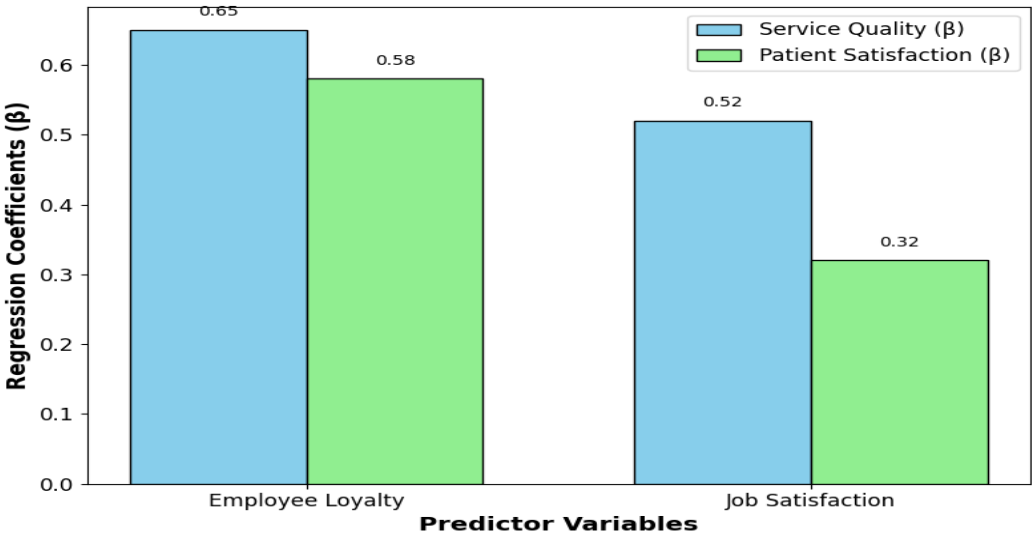


testing revealed that employee loyalty significantly and positively influenced service quality and patient satisfaction the former was equal to 0.65 ( $p < 0.01$ ), whereas the latter was equal to 0.58 ( $p < 0.01$ ) as shown in Table 4. Job satisfaction was also found to influence the growth measures with a moderate and significant influence on service quality (Estimate = 0.52,  $p < 0.01$ ) and a weaker and significant influence on patient satisfaction (Estimate = 0.32,  $p < 0.05$ ). These findings amplified the significance of developing a satisfied and loyal healthcare workforce that enhances the quality and patients' satisfaction which are the essential ingredients for the expansion of healthcare organizations. The findings revealed that although employee satisfaction has been an important factor, loyalty is a more influential factor in determining performance within healthcare organizations.

**Table 4:** Regression Analysis for Predicting Organizational Growth

Predictor Variable	Service Quality ( $\beta$ )	Patient Satisfaction ( $\beta$ )
Employee Loyalty	0.65*	0.58**
Job Satisfaction	0.52**	0.32*

Note: \*\* $p < 0.01$ , \* $p < 0.05$



**Figure 4:** Regression Analysis for Predicting Organizational Growth

The analysis of regression in the study revealed that both employee loyalty and job satisfaction influenced organizational growth in the healthcare sector. The most significant influence was found for employee loyalty with regression coefficients of 0.65 ( $p < 0.01$ ) for service quality and 0.58 ( $p < 0.01$ ) for patient satisfaction. Self-rated job satisfaction had a moderate impact on the growth parameter for service quality ( $\beta = 0.52$ ,  $p < 0.01$ ) and a smaller but significant impact on the growth parameter for patient satisfaction ( $\beta = 0.32$ ,  $p < 0.05$ ) as shown in Figure 4. These results highlighted the significance of building a happy and committed staff to improve service quality and patient satisfaction, which are decisive for the organization's development. The analysis also broke down the difference between loyalty as a factor that has a significantly greater influence than satisfaction on healthcare performance.

## Discussion

### Interpretation of Findings

This article aims to establish the correlation between employee loyalty, employee satisfaction, and organizational development in healthcare organizations in Western Uttar Pradesh. The conclusion made from this study is that employee satisfaction is a factor that influences both employee commitment and organizational performance. Positive work environment, training and development, and recognition were all found to be the key factors that have a direct impact on the level of satisfaction and turnover intention of the employees in the healthcare industry. These results have implications for Herzberg's two-factor theory that motivator factors including promotion opportunities and recognition influence job satisfaction while hygiene factors including physical working environment and wages avoid dissatisfaction though do not boost satisfaction (Fugar *et al.*, 2019). Furthermore, the findings indicate that employee-perceived organizational support and commitment are positively related to organizational growth and that loyalty and satisfaction positively affect growth, further lending credence to the proposition that human capital is an important determinant of organizational performance (Boon *et al.*, 2018). The implication of the findings to healthcare organizations is profound it suggests that, when healthcare organizations create a positive, supportive, and rewarding climate, they are likely to benefit from improved employee turnover, enhanced service quality, and organizational performance. The analysis also showed that organizational culture is a major determinant of the attitudes of the employees toward their work (Yusri *et al.*, 2017). Those workers who reported higher levels of satisfaction provided higher levels of organizational commitment and loyalty, which was positively related to higher levels of organizational growth (Khuong & Linh, 2020). These findings are in support of other studies that show a positive correlation between employee engagement and organizational performance in healthcare organizations (West, *et al.*, 2014).

The findings of this study are in line with the findings of other studies conducted among healthcare organizations. For example, Saks & Gruman. (2017) identified that it is the level of job organizational support and career mobility that directly contributes to the extent of healthcare employees' satisfaction or their loyalty to the organization. In the same way, in a healthcare context, Srivastava & Tang. (2015) noted that employee satisfaction has a positive effect on organizational performance and growth. However, our study departs from the previous studies in terms of the emphasis on the role of organizational culture. Whereas previous research has focused on leadership and pay as key motivators for commitment (Motyka, 2018), the results point to the importance of culture (Ferreira *et al.*, 2021). This may be a local scenario finding to some extent because the HC sector in the Western Uttar Pradesh region is culturally and organizationally highly infused and may not necessarily conform to the global HC trends. Furthermore, in contrast to the findings of Western settings like Wright *et al* (2003) who found a direct link between employee satisfaction and profitability, our study shows although satisfaction is mandatory to secure loyalty, organizational growth in the Indian healthcare system seems to be influenced by several other social and cultural factors such as the relationship between employees and employer and the work-life balance.

The implication of the result of this study is significant to healthcare organizations in particular and healthcare management in general with particular reference to employee retention and organization growth (Ćulibrk *et al.*, 2018). As the satisfaction of the employees key indicator of loyalty, then healthcare organizations need to develop a good working environment that fosters satisfaction of

these employees (Boontantrapiwat & Kitcharoen, 2022). This can be done in various ways for instance availing of the career opportunities within the company, accommodating recognition preprogrammed employee appreciation. Furthermore, healthcare organizations should also pay attention to the organisational culture that is within the healthcare institutions as they should aim at having a good working relationship between all the staff members. According to Schaufeli. (2017), a positive organizational environment that includes performance and engagement are fundamental determinants of organizational performance. Another way of organizational growth is to align the organizational objectives with the employee's desires, thus making the employee see that the organization offers him/her an opportunity for career progression (Copanitsanou *et al.*, 2017). Management training programs that improve the level of skills and leadership experience should be a foundation of human resource management in healthcare organizations.

Following are the limitations of this study that have to be acknowledged despite having a rich source of data in understanding the relationship between employee loyalty, satisfaction, and organizational growth in the healthcare organization in western Uttar Pradesh. First, there is a method of self-reporting used in the study and these biases include social desirability and recall bias (Claudia, 2018). It is suggested that future research should use both the questionnaires and actual performance data to corroborate the results obtained. Moreover, this study used a cross-sectional design, which restricts the comparison of the results to other locales. Cultural and economic conditions of the healthcare sector in Uttar Pradesh may differ from other regions and the identified factors may also have different effects on staff satisfaction and organizational development of the healthcare organizations which are located in other states of India or other countries (Kossivi *et al.*, 2016). The study excluded a large population of the healthcare sector due to the restricted sample size, even though the population was selected randomly from the region. Thus, further studies should endeavor to recruit more participants and participants from different cultural backgrounds to increase the external validity of the findings (Michel *et al.*, 2023). In addition, despite the study being conducted among employees in healthcare organizations, future studies should also incorporate the management aspect of the organizational growth factors. Lastly, the study concentrated on the level of employee satisfaction and loyalty as the key factors that affect the growth of healthcare organizations, while other factors like organizational structure, use of technology, and or market forces may also have a significant impact on organizational performance were not looked at.

## Conclusion

The present research offers a deep understanding of the correlation between employee commitment, satisfaction, and organizational development in the healthcare industry of western Uttar Pradesh. The findings also suggest that there is a positive relationship between employee satisfaction and loyalty which will lead to better organizational development. Important factors that influenced the level of satisfaction among employees were defined as follows organizational support for employees, personal growth within the course of their work, and appreciation of the work done. Also, it emerged that employee commitment is a central factor in the development of an organization, a theme underpinning the significance of healthcare human capital. From the above study, it is clear that healthcare managers need to ensure that they provide a good work environment that will ensure the workers have the morale to work hard and be loyal to the healthcare organizations. Some of the vital approaches include Enforcing policies that offer chances to advance in careers, reward systems, and

encouraging free speech. In addition, there is the need for healthcare institutions to provide for leadership development to improve managerial functions in that, leaders should foster respect in the workplace. Last of all, organizations should check employees' job satisfaction periodically and use cross-sectional questionnaires and feedback forms to achieve effective work conditions and employ the best employees. Further research should be done to examine the relationship between the external environment, including health care policies and economic factors, on employee outcomes as well as organizational development. Future research may also examine how such technology as well as other innovations can influence employee experiences and organizational outcomes. Moreover, the study could be repeated in other regions or healthcare settings to get a wider view of these dynamics and improve the transferability of the findings.

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