

## Job Satisfaction And Its Effects on Staff Performance of Al Thawra Hospital in Sana'a, Yemen

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### ABSTRACT

Job satisfaction - or lack of it - hinges on a productive, accomplishing relationship between staff and management; indeed, the success of any organization depends on staff members who enjoy their jobs and feel rewarded by their efforts. Ultimately, of all the people in the health care institutions may suffer the most when this vital success factor is lacking. In the past, many scholars have been directed on job satisfaction but this still remains an issue for many organizations.

**Aim:** This study aimed to determine the job satisfaction of Al Thawra Hospital's staff in Sana'a and its effect on their job performance.

**Methodology:** A self-administered questionnaire was used for data collection from several departments of the mentioned hospital. Convenient sampling technique was used and 200 questionnaires were circulated and returned back for analysis. SPSS application was used for data analysis statistically.

**Results:** The results showed that the general job satisfaction level for health workers of Al Thawra Hospital was low (mean = 2.45, SD = 0.64). Health workers' job satisfactions have affected on their job performance (13%) ranged from work environment (15%) to salary (4%).

**Conclusion and recommendations:** Authority of the hospital has to meet its workers' social and economic needs especially salary and rewards. They have to provide a suitable work environment that plays an important role in enhancing workers performances.

**Keywords:** Job satisfaction, Staff Performance, Workplace environment, Employees, Hospitals, Yemen



## INTRODUCTION

Human resource is most vital asset for organizational development. It is the source that makes other source use and gets best return out of them. But getting best of human resource requires enormous moves by organization and their management. If the human resource or employees are happy and contended with the moves and actions of employer they do their best for the best of organization. But if they are not in this state they might cause organization unmatchable loss. Thus managing human resource has become an art. Management always tries to use that art to satisfy their workforce. The greater the level of satisfaction of employees is, the higher will be returns for organization. And this has been realized by various researches, scholars, academicians, writers and leaders [1].

In the literature of organizational behavior and organizational psychology, job satisfaction is considered the most extensively researched area [2,3]. The different ways of satisfying the employees were found by the scholars and facilitated to the human resource managers to attract, motivate and retained the most committed workforce. Job satisfaction has direct impact on level of absenteeism, commitment, performance and productivity. Furthermore, job satisfaction improves the retention level of employees and reduces the cost of hiring new employees [4]. Alternatively, the outcome of job dissatisfaction is increase in the cost of recruitment, selection and training, discouragement of current employees and reduction in the growth of organization [5]. The dissatisfaction of the employees has adverse effect on the efficiency of the organization. So studying job satisfaction is one of the most important topics of organizations setup.

For a long time, work used to be associated with sacrifice. The notion of work as a means of self-actualisation emerged during the Renaissance [6], when work came to be seen as an opportunity for creation, achievement and personal growth, enabling man to leave an imprint on the world [7].

Work should be integrated with life and should have a meaning; it cannot be merely a means of survival. In order to carry out plans and projects at work, individuals need to nurture good relationships<sup>8</sup>. In the health sector, this includes not only peers but also the medical staff and patients, which helps improve the quality of care [7].

In public health institutions, especially in developing countries, identification with and commitment to work is particularly important, as the people who use these services generally have a low income, poor education, difficult access to health care, and are vulnerable due to their health condition [6].

In this context, it is believed that an environment in which health care providers (administrative, support and medical staff) feel satisfied with their working conditions, are motivated and find meaning in their work can contribute positively to successful acceptance of and adherence to treatment [8].

Job satisfaction is defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.” [9] Few models have been proposed for studying job satisfaction. The most popular job satisfaction model is Locke’s range of affect theory, which postulates that job satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job [10]. The theory also mentions that how much one values a given facet of work (e.g., the degree of autonomy) moderates

how satisfied/dissatisfied one becomes with the job when expectations are/are not met. The common aspects of job satisfaction are work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company and management [9]. On the other hand, the dispositional theory posits that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of the nature of the job. This theory became a notable explanation of job satisfaction in view of evidence that job satisfaction tends to be stable over time and across careers and jobs [11].

Herzberg's two-factor theory states that satisfaction and dissatisfaction are driven by different factors — motivation and hygiene factors, respectively. He named the satisfiers as motivators and the dissatisfiers as hygiene factors [10]. Hygiene factors (working conditions, quality of supervision, salary, status, security, company policies and interpersonal relations) ensure that an employee does not become dissatisfied. These factors do not improve motivation, but without them there is dissatisfaction. Motivational factors (achievement, recognition, responsibility for task, interest in the job, advancement to higher level tasks and growth, meaningfulness) are needed to motivate an employee into higher performance. This theory emphasized that managers must ensure the adequacy of the hygiene factors to avoid employee dissatisfaction. Simultaneously, the managers must ensure that the work is stimulating and rewarding so that the employees are motivated to work and perform better. This theory emphasizes upon job-enrichment so as to motivate the employees. The job must utilize the employee's skills and competencies to the maximum. Addressing the motivational factors will improve work quality [12,13].

The Job Characteristics Model is used to study how particular job characteristics impact on job outcomes. According to this model there are five core job characteristics (skill variety, task identity, task significance, autonomy and feedback), which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results), and that in turn influence work outcomes (job satisfaction, absenteeism, work motivation) [14].

In hospitals, job dissatisfaction is highly associated with staff's intention to quit, suboptimal healthcare delivery and poor clinical outcomes, for instance due to adverse events and reduced patient adherence, and lower patient satisfaction [15,16,17]. For the healthcare workers themselves, lowered job satisfaction is also associated with higher levels of stress and burnout [18]. Research suggests that job satisfaction and job performance are positively correlated [19]. Doctors with higher job satisfaction are more likely to provide more satisfactory services and produce better therapeutic effect than those with lower job satisfaction [20]. Higher job satisfaction of hospital staff results in higher patient satisfaction and lower medical costs, thereby making a hospital more competitive [21].

The most important predictors of job satisfaction are [22]:

1. Belief that the organization carries out its Mission statement,
2. Good communication,
3. Less frequently being asked to perform an excessive amount of work,
4. Good decision latitude,
5. Satisfaction with the pay level,
6. Satisfaction with the organization's recognition of employee contributions,

7. Being female,
8. Good role clarity,
9. Being satisfied that the organization keeps employees informed,
10. Good teamwork,
11. Being given enough time to get the job done and
12. Good organization/staff relations.

Evidence suggests that many health care workers are dissatisfied with their income and overall working conditions [11,23,24].

What is the way forward? Can any steps be taken to improve job satisfaction? Increasing pay and perks may not be easy in these days of shrinking budgets. There is a need to innovate and come up with low/no cost measures. Job satisfaction is higher in a work environment in which supervisors and subordinates consult together and individuals are involved with peers in decision making and task definition [11]. This can be implemented at no cost. In one study, altering the schedule of days on night duty (without reducing the total number of night duties performed by an individual) produced a significant improvement in job satisfaction at no additional cost<sup>25</sup>. Recognition of staff can be one of the easiest, cost-effective strategies to retain experienced mature staff [11]. Managers at present only issue show cause notice/counseling letters. A system of also issuing letters of appreciation can vastly improve staff morale at practically no cost. The system of best-maintained ward/worker can also help in this regard.

In the age of intense competition, it is likely that only hospitals having better job satisfaction will survive. Managers can neglect it only at their peril [10].

This study aimed to determine the job satisfaction of Al Thawra Hospital's staff in Sana'a and its effect on their job performance.

## **METHODOLOGY**

An Analytical descriptive study was conducted at Al Thawra Hospital, Sana'a, Yemen.

The sample consisted of 200 health workers and employees in the identified hospital who agreed to participate in the study and provided their free and informed consent. They were chosen by stratified randomization sampling

The research instrument was a self-administered questionnaire developed by the authors with five-likert scale questions (45 questions) ranged from 1 (strongly disagree) to 5 (strongly agree) which aimed to estimate the level of satisfaction and its effects on job performance. The questionnaire comprised of two parts; part 1: enumerate demographic data (age, gender, educational level... etc) and part 2: quantify the effects of six factors on job satisfaction and performance supported by the literature review. Factors that included in the questionnaire are salary and other monetary incentives (7 items), work environment (4 items), administrative relationships (8 items), work in the hospital (4 items), administration concern (5 items) and employee performance (17 items). Reliability of the tool has been secured by Cronbach's Alpha Coefficient which reached 72

Data were collected from June 16th – July 30th 2017. Participants were not identified and were neither coerced nor forced to answer all questions.

Data collection tool was reviewed by five experts in the field for clarity and feasibility in addition to conduct pilot study that consist of ten employees who work in the hospital. Necessary changes have been done.

The SPSS version 20 is used in this study for statistical analysis of data collected through the questionnaire. Results were entered into a database and answers were tabulated. The arithmetic mean and standard deviation for each group of questions provided a corresponding index for each dimension.

## RESULTS

According to table 1, about one half of study sample are male (55%), married (55.5), worked less than five years in the hospital (56%) and have diploma or less (53%). Slightly more than one third of the study sample were general managers and attend two in service training courses (43% and 41% respectively). About one third of the study sample hired 70000 YR as salary.

**Table 1:** demographic information

Description		Frequency	%
Gender	Female	90	45
	Male	110	55
Social statuses	Single	89	44.5
	Married	111	55.5
	Divorced	6	3
	Widowed	4	2
Educational level	Diploma or less	110	53
	Bachelor	79	39.5
	Master	11	5.5
	Doctorate	4	2
Work experience	1-5 years	112	56
	6-10 years	47	23.5
	11-15 years	20	10
	More than 15	21	10.5
Occupation	General Managers	86	43
	Managers	3	1.5
	Technicians	17	8.5
	Head of Dept.	13	6.5
	Nurses	44	22
Monthly income (YR)	Physicians	37	18.5
	30000	34	17
	40000	33	16.5
	50000	46	23
	70000	61	30.5
	100000	26	13
In service training courses	2	82	41
	3	66	33
	More than 3	52	26

Regarding table 2, the general job satisfaction of Al Thawra Hospital was less than the mean (M = 2.45, SD = 0.64) with significant statistical differences (P-value = 0.000) with variation in satisfaction degree ranged from salary satisfaction (M = 1.97) to work environment satisfaction (M = 2.99).

**Table 2:** general job satisfaction

	Satisfaction type	No	Mean	S.D	Relative importance	t. test	P-value	Agreement
1	Salary	200	1.97	.67	39%	41.46	.000	Disagree
2	Work environment	200	2.99	.85	60%	49.60	.000	Neutral
3	Administrational relationship	200	2.60	.80	52%	46.13	.000	Neutral
4	Administration concern	200	2.24	.88	45%	36.15	.000	Disagree
	Total	200	2.45	.64	49%	54.05	.000	Disagree

On the other hand, tables 3, 4, 5, 6 and 7 showed the effect of satisfaction of salary, work environment, administrational relations, administration concerns and general satisfaction on staff performance level (4%, 15%, 8%, 7% and 13% respectively).

Table 8 illustrated that there is statistical significant differences according to job satisfaction level related to occupation in favor of hospital administration concerns, administrational relations and general satisfaction (0.000, 0.01 and 0.11 respectively), while table 9 displayed that there is statistical significant differences according to job satisfaction level related to in service training courses in favor of administrational relations and general satisfaction (0.028 and 0.23 respectively).

**Table 3: Effects of salary satisfaction on job performance**

Staff performance mean		Nonimetric values		Standard values	T	P-value
		B	Std. Error	Beta		
	Constant coefficient	2.858	.137		2.896	.004
	Salary and monetary incentive satisfaction mean	.191	.066	.202		
	R			0.202		
	R2			0.041		

**Table 4: Effects of work environment satisfaction on job performance**

Staff performance mean		Nonimetric values		Standard values	T	P-value
		B	Std. Error	Beta		
	Constant coefficient	2.367	.151		5.94	.000
	Work environment satisfaction mean	.29	.049	.389		
	R			0.38		
	R2			0.15		

**Table 5:** Effects of administrative relations on job performance

Staff performance mean		Nonimetric values		Standard values	T	P-value
		B	Std. Error	Beta		
	Constant coefficient	2.652	.148			
	administrational relations satisfaction mean	.223	.054	.281	4.11	.000
	R			0.28		
	R2			0.079		

**Table 6:** Effects of hospital administration concerns on job performance

Staff performance mean		Nonimetric values		Standard values	T	P-value
		B	Std. Error	Beta		
	Constant coefficient	2.816	.12			
	hospital administration concerns satisfaction mean	.186	.05	.257	3.74	.000
	R			0.26		
	R2			0.066		

**Table 7:** Effects of general satisfaction on job performance

Staff performance mean		Nonimetric values		Standard values	T	P-value
		B	Std. Error	Beta		
	Constant coefficient	2.366	.166			
	general satisfaction mean	.354	.066	.357	5.38	.000
	R			0.36		
	R2			0.13		

**Table 8:** Statistical differences according to occupation

Satisfaction mean	Differences source	Sum of squares	df	Mean square	F	Sig.
Salary and monetary incentive satisfaction	Between groups	1.65	5	.33	.73	.602
	Within groups	87.86	194	.45		
	Total	89.51	199			
Work environment satisfaction	Between groups	4.84	5	.97	1.344	.248
	Within groups	139.86	194	.72		
	Total	144.7	199			
Administrational relations satisfaction	Between groups	9.4	5	1.88	3.117	.01
	Within groups	117.31	194	.6		
	Total	126.73	199			
Administration concerns satisfaction	Between groups	17.28	5	3.46	4.948	.000
	Within groups	135.52	194	.7		
	Total	152.8	199			
General satisfaction	Between groups	5.97	5	1.19	3.057	.011
	Within groups	75.81	194	.39		
	Total	81.78	199			

**Table 9:** Statistical differences according to in service training courses

Satisfaction mean	Differences source	Sum of squares	df	Mean square	F	Sig.
Salary and monetary incentive satisfaction	Between groups	2.03	2	1.01	2.282	.105
	Within groups	87.48	197	.44		
	Total	89.51	199			
Work environment satisfaction	Between groups	2.5	2	1.25	1.731	.18
	Within groups	142.2	197	.72		
	Total	144.7	199			
Administrational relations satisfaction	Between groups	4.5	2	2.25	3.623	.028
	Within groups	122.24	197	.62		
	Total	126.73	199			
Administration concerns satisfaction	Between groups	4.25	2	2.13	2.82	.062
	Within groups	148.55	197	.75		
	Total	152.8	199			
General satisfaction	Between groups	3.09	2	1.54	3.863	.023
	Within groups	78.7	197	.4		
	Total	81.78	199			



## DISCUSSION

Yemen is a male dominant society, however, the male are almost equal to the female in the sample. The population consists of doctors, paramedics, accounts and admin staff. Most of the employees have Diploma or less, so majority of the sample has Diploma Degree. The benefits offered to lowered scales employees are less as compared to upper scales employees, so these are the major portion in the sample to check the job satisfaction level thoroughly. The satisfaction level in the newly appointed employees is less as compared to employees having more tenure in the organization; hence, majority of the employees in the sample are having less tenure.

The procedure of Judd and Kenny (1981) and Baron and Kenny (1986), is used for the mediation of factor, that is, job satisfaction in this study. Three equations are developed to interpret the results [26,27]. In the first equation, independent factors like salary and other monetary incentives, work environment, administrative relations, administration concerns, in service training courses and mediating variable job satisfaction are regressed. The second equation involved the regression of independent variables with the dependent variable performance of the employee. In the third equation, the independent variable including the moderating variable are also regressed. The results regarding the effect of independent factors on the mediating variable "job satisfaction" and the effect of mediating variable on the dependent variable "employee performance" are shown in Tables 3, 4, 5, 6 and 7.

The researchers examined in the Equations 1a, 2a and 3a, the mediating effect of job satisfaction on the relationship between facets of job satisfaction such as salary, work environment, administrative relations, administration concerns and in service training courses and the employee performance in Al Thawra Hospital. In the first equation (1a) the job satisfaction was regressed on facets of job satisfaction (mediator) and the results are found significant. In the second equation (2a), employee performance (dependent variable) as also regressed on the independent variables (predictor) to find the positive relationship. In the third equation (3a), the employee performance was regressed on the facets of job satisfaction and job satisfaction. In Equation 2a, beta is less than that of Equations 1a; hence, the job satisfaction is the significant mediator and fulfills the conditions of mediation.

In Table 3, 4, 5, 6 and 7, three regression equations (1a, 2a and 3a) were used to find out the mediating effect of job satisfaction and relationship of facets of job satisfaction and employee performance.

The relationship was found in the job satisfaction and facets of job satisfaction and the employee performance. The relationship between job satisfaction and facets of job satisfaction was more significant as compared to employee performance as indicated in Equation 3a. The finding confirmed that job satisfaction is mediating in this model.

## CONCLUSION

It can be concluded from the study that job satisfaction of Al Thawra Hospital's staff is low in general. It can be concluded also that facets of job satisfaction such as work environment, administrative relations, administration concerns and salary significantly affect the level of job satisfaction among Al Thawra Hospital's staff in Sana'a, Yemen

(15%, 7%, 6% and 4% respectively).

## **RECOMMENDATIONS**

The hospital administration should consider all factors like promotion, working conditions, co-workers and nature of work which have significant impact on the job satisfaction level as proved in the current study. In the light of above results it is, therefore, recommended that in order to enhance the employee performance in mentioned medical institution, the head of this hospital should focus on all facets of job satisfaction and not only on any one of these factors.

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## الرضا الوظيفي وأثره على أداء كادر مستشفى الثورة بصنعاء، اليمن

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### ملخص

إن وجود الرضا الوظيفي من عدمه يتوقف على الانتاجية وترسيخ العلاقة بين الكادر والإدارة، وفي الواقع فإن نجاح اي منظمة يعتمد على أفراد الكادر الذين يستمتعون بوظائفهم ويشعرون بأنه يتم مكافأتهم نظير مجهودهم وبالمحصلة فإن جميع العاملين في مرافق الخدمات الصحية قد يعانون الأمرين عندما يصيب الخلل هذا المبدأ الحيوي الناجح. ركز العديد من العلماء في الماضي على الرضا الوظيفي إلا أن هذه القضية ظلت معضلة في العديد من المنظمات.

**هدف الدراسة:** تهدف الدراسة الحالية إلى تحديد الرضا الوظيفي لكادر مستشفى الثورة بصنعاء وتأثير هذا الرضا على أداء العمل لهذا الكادر.

**منهجية البحث:** تم استخدام استبانة من اجل تجميع البيانات من الكادر العامل في الاقسام المختلفة بالمستشفى المذكور يعبأها المفحوص من تلقاء نفسه. تم استخدام العينة المريحة ووزعت على افراد هذه العينة 200 استبانة لتجمع منهم مرة اخرى من اجل التحليل الاحصائي باستخدام التطبيق الاحصائي SPSS.

**النتائج:** اظهرت النتائج بان مستوى الرضا الوظيفي العام للعاملين الصحيين بمستشفى الثورة كان منخفضا (المتوسط 2.45 بانحراف معياري 0.64). وقد كان لهذا لرضا اثره البالغ على أداء هؤلاء العاملين (13%) تراوح بين بيئة العمل (15%) والراتب الشهري (4%).

**الاستنتاج والتوصيات** على قيادة المستشفى ان تلبي احتياجات العاملين الاجتماعية والاقتصادية خاصة المرتب والمكافآت. وعلى هذه القيادة توفير بيئة عمل مناسبة والتي تلعب دورا مهما في تعزيز أداء العاملين

**كلمات مفتاحية:** الرضا الوظيفي، أداء الكادر، مكان العمل.