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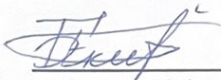


THESIS WORK

Theme: «SATISFACTION ASSESSMENT OF MEDICAL STAFF IN  
COMMERCIAL CLINICS»  
(USING THE EXAMPLE OF “EXPERT NEURO” CLINICS)

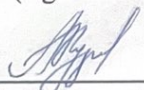
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## **ABSTRACT**

Job satisfaction is the metric of how satisfied a person with his job. This is a very important indicator that is often studied. Conducting research involves asking employees about the level of pay, the degree of responsibility, the variety of work assignments, career prospects, about the work in general and about relationships with employees. This research paper contributed to the study of job satisfaction in healthcare organizations, particularly in commercial clinics. For this purpose, Expert Neuro private clinics were used as the base for the research.

In this research, a questionnaire served as the primary method for data collection. The researcher used the most convenient sampling techniques when select participants for the survey, which in turn allowed to get a practical approach to collect the data using the constraints of this research. This research implicated in total 197 healthcare personnel from the Expert Neuro private clinics, including a different workforce role such as nurses, doctors, physicians, managers, coordinators, receptionists, kinesiotherapy instructors, procedural staff, and orderlies. The survey was designed so that to incorporate relationship scale development methods, which as a result are more effective when evaluating subjective perceptions and experiences. The survey research aimed to evaluate different dimensions of job satisfaction levels, surrounding a wide range of factors that can affect to the employee's overall satisfaction in their role as a professional. These measurements also included supervision, compensation, relationships with co-workers, opportunities for development, contingent rewards, promotions, the nature of the work itself, communication with the co-workers, and overall working conditions. By assessing these facets, this research desired to provide in-depth overview of overall satisfaction level among healthcare professionals at the Expert Neuro private clinics.

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## 1. INTRODUCTION

Healthcare is one of the most important concerns of the humanity. Society depends on the good promotion of health. Providing good medical care is fundamental for the country's overall economy. Healthcare is provided by both public and private healthcare organizations. Private clinics always get attention of the public even though their services are expensive. Therefore, the job satisfaction of medical staff is an important factor in determining the quality and performance of overall health system of the country. The aim of this study was to assess the job satisfaction of medical staff of commercial clinics in Kazakhstan and evaluate factors that could influence the job satisfaction rating.

The job satisfaction of healthcare employees in private clinics can vary depending on several factors. Commercial clinics differ from public healthcare organizations in terms of their operational structure, organizational structure, salary systems and goals.

Mostly medical staff more satisfied in commercial clinics because of higher salaries, financial incentives that motivate workers to expect salary expansions according to their workload. Moreover, apart from government clinics commercial healthcare organizations offer more flexible working hours and more freedom on decision-making processes.

It is also worth to consider that there are potential problems that medical staff can have in private sectors. There may be high volume of patients because of profit prioritization and profit generation of the private organizations and also customer satisfaction as they pay for their treatment can make some pressures on the medical staff and have impact on the overall quality of the job.

In general, staff satisfaction in private clinics may differ based on work circumstances, specific policies and practices, individual preferences. Therefore, it is crucial for the management of healthcare organizations to consider all factors when offering job places in commercial clinics.

Studies on the satisfaction of medical staff in commercial clinics are relatively scarce compared to research on job satisfaction in other healthcare settings. More research is needed in this area to understand the factors influencing job satisfaction in commercial clinics and to provide comprehensive insights into this topic.

This research will use the information of Expert Neuro private clinics as a base. Expert Neuro clinics are relatively modern and fast-growing private healthcare organizations as well as the industry leader. There are 7 branches of clinics in different cities of Kazakhstan that specialize in making MRI diagnostics, removal of hernia without surgery using unique developed techniques and treatments of back and joint pain.

The “Expert Neuro” healthcare organizations stands out as an outstanding example for case study when making evaluations about the medical staff satisfaction because of their prominent role as one of the modern and rapidly growing leaders in the private healthcare sector in Kazakhstan.

Moreover, “Expert Neuro” private clinics has a team of mainly highly skilled professionals in their field who actively participate in the development of healthcare sector of Kazakhstan and also in Central Asia. Their high interest in making innovations and extremely caring for the highlights of the significance of finding and understanding the factors that impact the healthcare professionals’ satisfaction in making such an exceptional standard.

Using as a case study for this research these clinics provides an opportunity to examine the satisfaction of healthcare organization staff within an environment that prioritizes excellence in both technology and professionalism. Results of the study can help develop “Expert Neuro’s” main operations and further can be used as a model for all other healthcare providers not only operating in similar settings and also general healthcare organization whether its private or public.

This research aims to reach the following objectives:

- To evaluate the current level of healthcare organizations staff satisfaction in Expert Neuro private clinics.
- To determine main factors affecting the satisfaction or the dissatisfaction level.
- To give further strategies for development.
- To identify main factors that influence job satisfaction level of healthcare professionals at the private healthcare organizations.
- Find out the relationship between job satisfaction and socio-demographic characteristics.

Limitations of this study:

- The research is based on the information of just one organization.
- The sample size that was used for the analysis was relatively small size of 197 participants.
- The questionnaire used in the analysis required participants to put themselves into hypothetical situation and think about what factors should mostly contribute to their job satisfaction when they start to work. Relying on hypothetical situations may have an impact of biases, as respondents might answer based on their own idealized perceptions rather than using their actual experiences.

## 2. LITERATURE REVIEW

Job satisfaction (furthermore - JS) refers to individuals' feelings toward their employment, indicating whether they have a positive (satisfaction) or negative (dissatisfaction) sentiment about their jobs. Various factors impact overall job satisfaction level, such as pay and bonuses, career development, the overall job nature, organizational strategies of the company itself, general working conditions, communication with co-workers and the administration, and personal needs of the employees. Trends in JS can significantly influence labor market behavior, affecting work productivity, employee effort, absenteeism, and turnover. Additionally, JS serves as a robust predictor of overall individual well-being and is a reliable indicator of employees' intentions or decisions to leave a job (Adomaitiene& Slatkeviciene, 2008).

Employee satisfaction is influenced by both organizational factors—such as policies, opportunities for career advancement, security at the workplace, general working conditions at the company, communication between co-workers, and one of the most important aspects as salary and personal factors, such as personality traits, expectations of each employee, age, gender, marital status and education level (Sageer, Agarwal& Rafat, 2012). To enhance satisfaction levels, it is crucial for employees to cultivate positive relationships with their peers, receive adequate compensation, work in a conducive environment, and have access to intra-organizational training and career development opportunities. Furthermore, fostering open and effective communication within organizations (Sageer, Agarwal& Rafat, 2012), aligning task assignments with employees' skills and characteristics, offering necessary internal training for professional growth, implementing fair reward and punishment systems, ensuring equitable access to development opportunities, and maintaining suitable working conditions are essential elements that contribute to employee satisfaction (Adomaitiene& Slatkeviciene, 2008).

Organizational commitment is a critical factor in retaining employees, reducing absenteeism, and enhancing performance, as evidenced by various studies. Furthermore, the commitment of employees to the organization is closely linked to their level of satisfaction. It is essential to foster employee satisfaction to mitigate turnover and absenteeism, thereby strengthening their commitment to the organization. High levels of employee satisfaction positively influence organizational dynamics, fostering loyalty and enhancing overall performance (Al-Ayed, 2019).

The benefits of employee satisfaction extend to various organizational outcomes, including decreased turnover and absenteeism, increased productivity, profitability, and improved customer satisfaction (Adomaitiene&Slatkeviciene, 2008). Additionally, employee satisfaction contributes to individual productivity and career development opportunities. When individuals find fulfillment in their work and are satisfied with their organizational environment, it positively influences their both mental and physical conditions. This is mainly important in organizations where there are high-stress environments, like hospitals, where the main factor of job is human life. The increase in employees job dissatisfaction in such workplaces can be because of e factors such as stress that negatively affects both health and overall work performance (Sageer et al., 2012).

In the realm of healthcare professions, similar factors have been identified as contributors to job satisfaction. These factors include competitive salaries, flexible working hours, sufficient employee numbers, a sense of meaningful accomplishment in the job, potential for both personal and professional development, recognition from the management, positive communication with colleagues, autonomy and independence at work, a pleasant general work environment, overall job nature, benefits from the job positions, safety at the workplace, career development opportunities (Job Satisfaction: Trends and Theories, 2020).

On the other hand, job dissatisfaction is increasingly recognized as a significant factor contributing to elevated stress levels among employees. This high level of stress not only makes it difficult on their ability to keep balance work and personal life responsibilities but also increases the overall stress on their professional and personal lives. This imbalance can further bring closed cycle of expanded stress and tension, and then this imbalance can have crucial effects on both employees and the organization itself. The consequences of job dissatisfaction of employees extend far from the individual level by affecting the different parts of organization structures and workflows (Dirla&Zheng, 2017). Studies made by Dirla and Zheng (2017) emphasizes the extensive negative impacts that come from the dissatisfaction of the employees. These dissatisfactions impact the organizations in many ways, including a huge decline in both mental and physical health of employees. When personnel are not happy in their jobs, they may have high anxiety, fell depressed, and have all other health-related problems, which can lead in the future decline in their performances at the job.

Moreover, dissatisfaction on workplaces often can bring to greater non-observance with installed policies and procedures of the organization. Personnel who are not satisfied with the job will be less motivated to use organizational guidelines, which may result in inefficiencies in performances (Job Satisfaction: Trends and Theories, 2020).

In addition, companies can have higher rates of absence of workers from work and decline as not satisfied workers try not to do their main responsibilities. This turnover can make important costs in recruitment and training as well as distracts dynamics in the team and overall continuity of the workflow. The deficit of experienced personnel can turn compelling decline in productivity, because new employees will need time to keep afloat the efficiency and effectiveness (Mosadeghrad, Ferlie& Rosenberg, 2008).

The job dissatisfaction can lead to the increase in workplace accidents in the future. Stressed workers or disengaged workers will have less focus on the job and

will be less attentive, that will lead to the probability of fails and unexpected accidents on the job. This in turn can also endanger their colleagues and compromise the overall safety as well as can lead to high risks to the safety of the employees themselves within the organization (Dhurup, 2017).

To sum up, being not satisfied with the job can lead to the increase of conflicts within the team. Dissatisfaction of employees and when tensions at the workplace escalate, it leads to a interpersonal conflicts that decrease overall performance of a teamwork. This environment of discord can create a toxic workplace culture, further perpetuating the cycle of dissatisfaction and stress (Dhurup, 2017).

Overall, it is clear that the embranchment of the satisfaction level of employees are versatile and deep, which in turn affects both sides as the overall well-being of each employee as well overall working environment and the effectiveness of the organization's activities. All of these mentioned issues are very important to take into consideration in order to have positive well-being of the organization and to support high level of employee job satisfaction and as a result their productivity, and overall success of the organization (Dhurup, 2017).

In recent researches on the topic of job satisfaction, there has been more researches that were about human resources job satisfaction in the healthcare sector, previously the healthcare sector did not care about the human resources. Worldwide healthcare organizations such as the Global Health Workforce Alliance, World Health Organization and Joint Learning Initiative recently have been focusin on addressing problems like workforce deficits, low salary conditions, poor working conditions, and other challenges that healthcare workers faced (Dirlam& Zheng, 2017).

Workers of the healthcare organizations are the base of the overall healthcare system and they make up a large part of government and public spending on the healthcare sector. To have well-motivated and professional skilled personnel is essential for the healthcare system to work well, and also it is one of the hardest

things to get in the healthcare organizations (Hosen, 2021). Job satisfaction of healthcare employees—mean for them about how they act, feel, and think about their work overall—and it is mostly affected by things such as their experiences and the opportunities on the job, the overall working environment, and how well motivated they are to work. Job satisfaction and motivation to work are closely linked to each other, the motivation is what pushes workers to be good on both their own and the organization's aims. Even though it can't be directly seen the job satisfaction and motivation are key when keeping healthcare workers in their jobs (Nemmaniwar& Deshpande, 2016).

Some researchers believe that the most important factor in how well the health sector performs is the motivation of healthcare workers. That is because motivation is more important than just having skilled workers. In addition to technical training, healthcare workers need to have work environments that encourage them to put all of their effort. Because of this it is significant to understand what motivates employees when creating systems that offer the right incentives (Paşaoğlu& Tonus, 2014).

The extensive body of literature on worker satisfaction and motivation encompasses various theories, some of which were reviewed by Dolea and Adams. Frederick Taylor, in his influential work on Scientific Management Principles, advocated for providing financial incentives to workers and streamlining tasks to enhance productivity. Nevertheless, this perspective often resulted in worker dissatisfaction and claims. Following content theories made on the job satisfaction were made to make connection between the worker motivation with the fulfillment of their needs, making it clear that the job context that lead to job satisfaction (Paşaoğlu& Tonus, 2014).

Characteristics of the job appeared to be as main determinants of health worker satisfaction and motivation, it was identified as the main domain in measuring healthcare organization worker motivation. This research extends these theories to evaluate workers' subjective assessments of job satisfaction concerning

job content and context. The assessment utilizes the Job Descriptive Index (JDI) as an instrument. The focus to have more motivating factors within the working environment can be modified (Nemmaniwar& Deshpande, 2016).

The global shortage of healthcare professionals poses a significant challenge with extensive implications for health systems around the world. Research by Adegoke et al. (2015) on job satisfaction and retention among midwives in rural Nigeria highlights a critical concern: global estimates suggest a shortfall of at least four million health workers. This concerning figure not only underscores the urgent need for more healthcare workers and highlights the essential requirement of addressing the main causes of this deficit.

Adegoke et al. (2015) highlight the importance of conspiracy between private and governmental organizations to make the recruitment and conservation of healthcare personnel improve worldwide. This kind of partnerships are very important when developing effective ways to engage new healthcare employees and make sure that present personnel stay well engaged and will be satisfied about their roles. Efforts in this regard may encompass programs designed to improve workplace conditions, deliver attractive compensation packages, facilitate opportunities for professional growth, and foster a nurturing organizational atmosphere.

Moreover, research made by Blaauw et al. (2013) makes it clear that further difficulties which can be related to the healthcare employees. Blaauw et al. (2013) emphasized that the deficit of healthcare organization workers is become intense because of the problems like unbalanced distribution, low motivation, skill mismatches, and incompetent performance, being precise in middle-income and low-income countries all over the world. These problems highly destroy the healthcare service delivered all over the world and decrease the progress of important healthcare programs. For instance, even in countries where there are sufficient number of healthcare workers, unbalanced distribution or the deficit of essential skills can decrease the quality of caring, which results in disparities in

healthcare organizations outcomes (Blaauw, Ditlopo, Maseko, Chirwa, Mwisongo & Bidwell, 2013).

Vital healthcare workers are important for effective healthcare activities delivery and developed healthcare delivery results. Professional and well-dedicated workers are important when achieving these kinds of aims (Adegoke et al., 2015).

Significant part of the current researches made on healthcare organizations personnel job satisfaction has mostly concentrated on high or upper middle-income countries, including Malawi, South Africa, Tanzania, or Ghana. These researches raised important questions about the appropriateness of these results to other countries, where the healthcare organizations worker satisfaction level may be considerably different because of the varying social, economic, and healthcare systems (Blaauw et al., 2013).

Improving job satisfaction and motivation among healthcare professionals is essential for retaining staff and reducing turnover rates, particularly in low- and middle-income countries where healthcare resources are often limited. This highlights the pressing need for targeted interventions to enhance job satisfaction in these settings, ultimately contributing to the development of a more stable healthcare workforce (Bonenberger, Aikins, Akweongo & Wyss 2014).

Despite these results made by researches in higher-income countries, still there are notable scarcity on research made about lower-income countries. This gap in researches particularly concerns having unique problems faced by health professionals in these countries, which can have limited resources, high number of patients, as well as limited opportunities for the professional development. Research on the job satisfaction level has studied wide range of healthcare professionals such as medical doctors, pharmacists, nurses, and psychologists—nurses have always been as the most frequently studied group of health workers. This global trend suggests a potential scarcity of understanding the job satisfaction level of other critical health roles, who also play important roles in healthcare systems (Bonenberger et al., 2014).

Other research studies further influence to this problem by making emphasizes to the significance of job satisfaction level as one of the most important aspects of outcomes in the healthcare profession. The quality of the working environment mainly influences healthcare workers' job satisfaction levels. These researches suggest that developing the workplace conditions and factors like management support, access to resources, and teamwork, can be helpful in improving job satisfaction level among healthcare workers and, as a result, the overall healthcare workforce (Boamah, Laschinger, Wong& Clarke, 2018).

While considerable research has focused on job satisfaction among health workers in certain regions, particularly in high- and upper middle-income countries, there is an urgent need for more comprehensive studies that explore the experiences of healthcare professionals in lower-income countries. Such research could provide valuable insights into the unique challenges faced by these workers and inform the creation of strategies to improve job satisfaction and retention across different healthcare settings (Boamah et al., 2018).

Despite the aforementioned inconsistencies regarding job satisfaction among the 18 health workers, there are several strategies that can be employed to enhance satisfaction levels within this demographic. For example, Hotchkiss, Banteyerga and Tharaney (2015) advocate for the exploration and implementation of targeted measures aimed at improving the physical working conditions, institutional management, industrial relations, promotion opportunities, and recognition for exemplary performance among workers.

Conversely, a study conducted by Sageer et al. (2012) identifies critical factors that contribute to or enhance job satisfaction among health workers. These factors encompass salary levels, job recognition, and opportunities for promotion and the attainment of personal objectives. In the context of Dhurup (2017) suggest that the remuneration of health workers, particularly professional nurses, should be examined at a national level, given that over 70% of nurses expressed dissatisfaction

with their pay rates. In response to this issue, the Occupation Specific Dispensation (OSD) policy has been implemented to improve nurses' remuneration.

Mosadeghrad, Ferlie and Rosenberg (2008) emphasize that managers or supervisors should design jobs to provide meaning, stimulation, and opportunities for employees to effectively utilize their skills. It is essential for managers to clearly delineate the roles and responsibilities of employees and to offer them opportunities to engage in actions and decisions that impact their work.

#### Kazakhstan context

The healthcare workforce overall and the job satisfaction of the medical staff is not studied well in Kazakhstan nowadays. Therefore, this dissertation is aimed to study the overall satisfaction of medical staff especially in private clinics.

Kazakhstan has more than 248,000 healthcare workers, including 72,877 doctors and 175,705 nurses and other medical staff. For every 10,000 people, there are 39.6 doctors in Kazakhstan, which is higher than the 33 doctors per 10,000 in OECD countries. Similarly, Kazakhstan has 95.5 nurses and medical staff per 10,000 people, compared to 91 in OECD countries (State Program for the Development of Healthcare of the Republic of Kazakhstan for 2020–2025).

A significant imbalance exists in personnel distribution between urban and rural healthcare. Urban areas have 56.8 doctors per 10 thousand people, contrasting with 16.1 doctors in rural areas. Notably, 83% of all doctors operate in urban regions, leaving 17% in rural areas. In 2018, a shortage of 2,482 doctors was recorded, particularly in anesthesiology and resuscitation, psychiatry, general medical practice, obstetrics and gynecology, and pediatrics. To address this shortage, a mandatory three-year service in state healthcare organizations has been instituted, with state educational orders funded by national and local budgets (State Program for the Development of Healthcare of the Republic of Kazakhstan for 2020–2025).

In 2024, the average doctor's salary in Kazakhstan was 93% of the average economy salary, a stark contrast to the OECD ratio of 2.6:1. The salary disparity between Kazakh doctors and their OECD counterparts was 6.9 times, with a Kazakh

doctor affording 2.4 consumer baskets compared to the OECD's 16.4 in 2023. Responding to this, a 30% wage increase for healthcare workers was implemented as part of Elbasy's social initiative "Aleumettik kamkorlyk" from June 1, 2019. In 2019, all state medical organizations transitioned to enterprise status with economic management rights, enabling potential further wage increases within organizational capabilities, without adhering to Government Decree No. 1193 of December 31, 2015 (What is the salary of doctors and other medical workers in Kazakhstan, 2024).

Medical personnel are trained across 13 universities and 83 medical colleges in Kazakhstan, producing over 3 thousand specialists annually. Collaborations with foreign medical universities are encouraged, fostering strategic partnerships and academic mobility. The educational programs of medical universities undergo accreditation by independent agencies associated with the European Association for Quality Assurance in Higher Education (ESG ENQA), aligning with Kazakhstan's membership in the European Higher Education Area (EHEA) to enhance higher education quality (Medical Universities of Kazakhstan, 2024).

### 3. RESEARCH METHODS

Research method is a personalized process that takes into consideration of the smallest details of the research. Nevertheless, research study requires to be done with certain rules that allow the researcher to make the complete work into a merged and easy-to-understand form. That is why, research methods are very important in any research work.

To understand what are the research methods better, it is helpful to start with some basic ideas about it. Scientific research is a focused process written with the goal of learning and studying specific aspects. Every scientific research work should have well-defined purpose primarily. This purpose can be to explore something unknown, unexplored, to find answers to important issues, or to test some scientific theories.

In general, a research method is a way to reach a particular goal. There's also a whole area of science called methodology, which focuses on studying different approaches and finding new methods.

It is important to understand that a correctly selected method will allow you to quickly find the necessary solution, but at the same time it should be borne in mind that this method itself directly affects the results of the study.

There is also such a thing as technique. It represents a complete system of knowledge for specific research and includes all the specific methods used in this case. In addition, methodology is a broader concept that describes the study of all possible methods.

All methods can be roughly divided into two main categories:

- Philosophical. They include the dialectical, metaphysical, analytical, dogmatic, etc.
- General scientific. This category includes more specific methods, including analysis, synthesis, generalization, etc (Singh, 2015).

In this research, a questionnaire served as the primary method for data collection. Singh (2015) define a questionnaire as a 'tool' utilized by researchers to gather and document information regarding a specific topic or issue of interest. This instrument is typically a written document that is prepared and disseminated to participants in order to elicit their responses to particular questions. A questionnaire usually consists of a series of questions accompanied by explicit instructions for respondents, as well as designated areas for their answers.

A questionnaire is defined as a systematically structured set of inquiries designed to gather information regarding individuals' opinions, emotions, and behaviors. This versatile instrument can capture a spectrum of data, ranging from objective facts to nuanced experiences. Questionnaires are here for these two main functions (Survey research: methods, types and effective use):

1. Quantitative assessment. Surveys help to make personal experiences as quantifiable data, which allows in the assessment of individuals' thoughts and their actions.

2. Qualitative insights. Surveys make it clear that in-depth view of the clear decriptions and different perspectives of people who participate in surveys, thus making it clear to understand their experiences.

Questionnaires can be used through different fields, such as social sciences, business, and health research. For researchers, they make an important resource for making researches of different dimensions of academic life. For example, surveys can be used to analyse students attitudes towards their lives on campus, to collect feedback on different services, or study habits and their combination with their academic success.

Survey types:

The methodology mostly used in making questionnaires moslty impact type and the quality of the data that being collected. Broadly speaking, methodologies used fot the questionnaires can be divided into two main categories:

The first one, "self-administration," requires direct participation of the respondents themselves. The second one, mostly termed as "researcher-led," enhances interaction between the researcher and the participants of the survey.

A deeper analysis of each category makes it clear that they both have distinct advantages and disadvantages.

### Self-Administered Surveys

First method is mostly used because of its effectiveness and it is easy to implement using large number of respondents. Participants can answer the questionnaire when its convenient, using both online platforms or using paper formats of surveys. Main advantages of Self-Administered approach are:

- Easy accessibility and can be used for the widespread reach, making it convenient for large format of research without making high costs for the researcher.
- Confidentiality, which make comfortable respondents to give information on their personal information without hesitation.
- Resilience, participants can answer the survey questions when it is convenient for them, thus making it easy to have more thoughtful and considered answers.

On the other side, this method also has certain limitations, they are:

- Not all participants of the survey can have the necessary skills to answer the questionnaire.
- Less motivation, where some respondents may not be interested with the questionnaire not having any direct encouragement.
- Biases, as the information collected from the survey can mostly reflect the thoughts of those who are sloped to participate (Survey research: methods, types and effective use).

The research employed a self-administered questionnaire as the main tool for data collection, which was carefully crafted to align with the specific research questions and objectives set forth for this study (refer to Appendix A for further

details). The questionnaire was organized into separate sections, with each section fulfilling a distinct role within the broader research framework.

Participants were instructed to independently complete the survey, ensuring that their answers reflected their personal thoughts and experiences. The researcher distributed the questionnaires by hand at the Expert Neuro clinics, while also sending additional copies via email to accommodate various preferences for participation. To streamline the collection process, respondents were provided with clear instructions on how to submit their completed questionnaires. They had the option to return their responses through email, postal mail, or by delivering them directly to the researcher. This thorough approach to data collection aimed to improve response rates and gather a diverse range of perspectives for the study.

#### **4. DATA ANALYSIS AND RESULTS**

In this research descriptive survey methodology was used, because of its effectiveness in gathering more detailed information from a specific population. The researcher used the most convenient sampling techniques when select participants for the survey, which in turn allowed to get a practical approach to collect the data using the constraints of this research. In total 197 healthcare professionals from the Expert Neuro private clinics were the participants of the survey used in this research. This diverse group of healthcare organization professionals included wide range of roles including doctors, nurses, physicians, acupuncturist, kinesiotherapy instructors, coordinators, procedural staff, managers, as well as orderlies, which reflects the multifaceted nature of the healthcare environment of Expert Neuro private clinics.

This decision on focusing on the sample size of 197 employees was initially impacted by the limitations of resources, as this study was custom-made to the context specifically to the Expert Neuro private clinics. This approach ensured of targeting was because that the findings of this research would be applicable and relevant to the specific setting being studied in this research. To get the precise results from the participation, the survey of job satisfaction assessment was distributed both in person and via email, making sure that all participants had equal opportunity to participate in the research.

Before the carrying out the survey, the researcher collected important demographic information from each respondent, which included variables like as age, marital status, gender, job rank, educational attainment, and years of professional experience. Gathering this demographic information was important for further understanding the context of the participants and for making analysis of potential relationships of these factors that can affect the job satisfaction levels.

The survey was designed so that to incorporate relationship scale development methods, which as a result are more effective when evaluating

subjective perceptions and experiences. The survey research aimed to evaluate different dimensions of job satisfaction levels, surrounding a wide range of factors that can affect to the employee's overall satisfaction in their role as a professional. These measurements also included supervision, compensation, relationships with co-workers, opportunities for development, contingent rewards, promotions, the nature of the work itself, communication with the co-workers, and overall working conditions. By assessing these facets, this research desired to provide in-depth overview of overall satisfaction level among healthcare professionals at the Expert Neuro private clinics, eventually resulting with significant insights that could further give information about organizational practices and further development of overall employee well-being.

#### Demographic data:

The demographic data of the research was attentively selected to get a wide range understanding of the participants' backgrounds and how all factors could impact the research results. The values that were used in the analysis were age, marital status, gender, education level, professional experience years, and the rank/position within the organization itself.

The demographic information referring to the participants are showed in the relevant tables and figures, which provide demonstrative information of these characteristics to make it easier to analyze. This information is important when interpreting the results of the survey and when understanding the overall context of the findings.

The sample size of this research consisted 197 respondents, which we believe allows to make meaningful analysis while also taking into consideration of the potential limitations of a relatively small sample size. The divergences within the used sample of 197 participants, as it was reflected in the demographic data, allows to get strong conclusions from the research and provides a strong base for further researches that will be made in this area.

*Table 4.1- Age group*

<b>Age groups</b>	<b>Amount</b>	<b>%</b>
18 – 30	98	49,7
30 – 40	65	32,9
40 – 50	19	9,6
50 – above	15	7,7
<b>Total</b>	<b>197</b>	<b>100</b>

*Source: computed by author*

From the Table 4.1 represented above we can see an overview of the overall age distribution of the respondents of the survey, which highlights notable patterns and trends within the population sample used for the survey. Significant part of the participant, being specific 98 of them, which in turn accounts for 49.7% of the total participants, falls within the 18 to 30 years age range. This in turn represents almost nearly half of the entire respondents are young people.

Moreover, apart from this dominant age group, the data from the table above illustrates that 65 respondents, in percentages 32.9%, are ranked between 30 – 40 years old. While it is relatively smaller than the 18 – 30 age range, still represents the significant part of the respondents, showing that a considerable number of participants are in their early to mid-career stages.

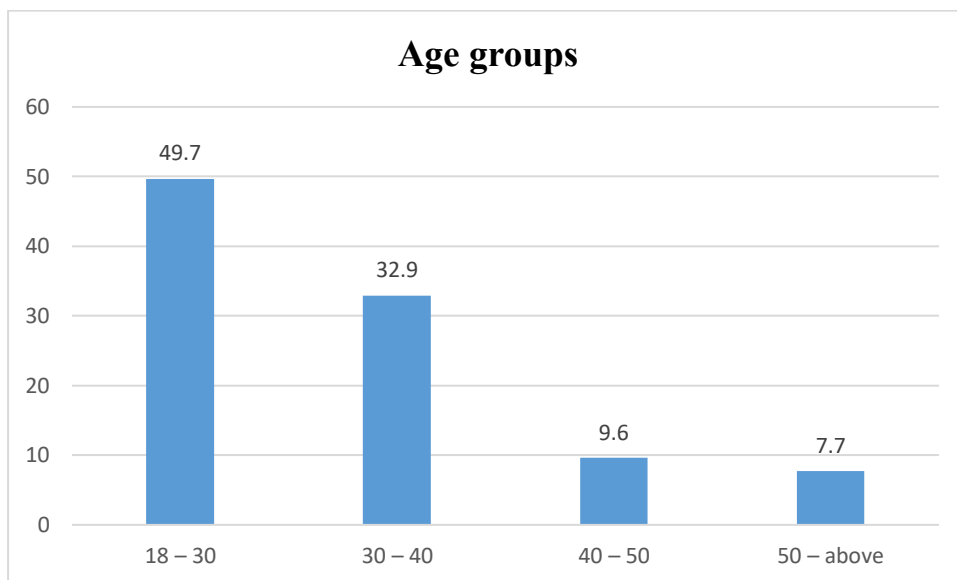
The further analysis shows that 19 respondents, which in turn represent 9.6% from the total, belong to the 40 – 50 age range. This is noticeably smaller than the previous two groups. Finally, the smallest segment of the population of just 15 respondents or in percentage 7.7%, is over the age of 50 years old.

Further analysis of the employment roles reveals that a significant majority of those aged between 18 to 30 age range are nurses. Next following nurses, other healthcare professions represented in this age range include as well as doctors, receptionists, managers, and coordinators, showing a diverse range of roles being

younger respondents. For the age over 50 participants they are primarily limited to orderlies, with a only a small number of kinesiotherapy instructors.

To sum up, the analysis of the age group of the participants show that the majority of respondents in this research are between the ages of 18 – 40. These results show that the most of the participants are younger professionals, specifically nurses, also highlighting the small amount of older age groups. The findings presented can guide future investigations and workforce strategies in the healthcare industry, as comprehending the age dynamics of participants offers essential context for analyzing the data and its potential consequences.

*Figure 4.1 Age group*



*Source: computed by author*

*Table 4.2 - Gender*

<b>Gender</b>	<b>Amount</b>	<b>%</b>
Male	61	31
Female	136	69
<b>Total</b>	<b>197</b>	<b>100</b>

*Source: computed by author*

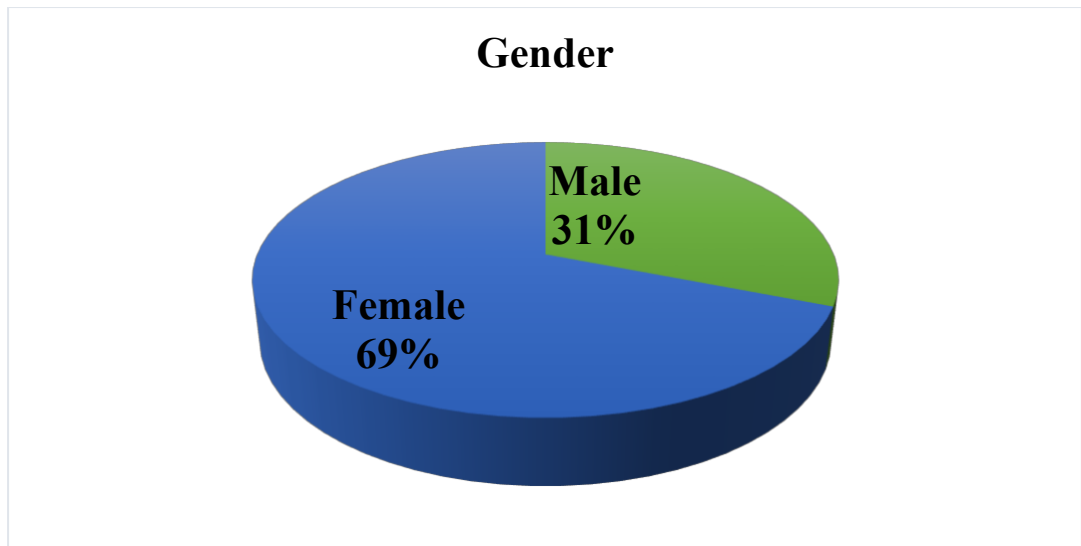
Table 4.2 above as well as Figure 4.2 below provide us detailed information about the gender distribution between the overall respondents of this study. From the total number of respondents, 136 of them, which contributes 69% of total respondents, are female, while only 61 of them, which represents for 31%, less than the half of the total are male participants. This significant imbalance in gender distribution emphasizes that the dominant part of the respondents is female.

This observation trend can be explained, as a significant portion of participants were nurses, which are female. Nursing is the kind of profession that has historically been to be occupied by women. The nature of the work itself as nursing, the particular aspects of this profession, and social norms have all been contributed to this kind of gender disparity within the nursing profession.

Moreover, it is vital to indicate that other work places in this particular organization which contribute orderlies, coordinators, as well as acupuncturists, are exclusively females too. This concentration show that these are a more common professional roles for female professionals, or that the corporate culture that exists in Expert Neuro private clinics potentially more inviting to them.

Overall, most of the respondents are female, which is reflective of the organization as the majority of those working within these private clinics are in a nursing role. Demographic information of respondents like gender-identity and age is important when interpreting respondent attitudes and experiences, and considering future research and policy implications regarding gender guidance in health settings.

*Figure 4.2 Gender distribution*



*Source: computed by author*

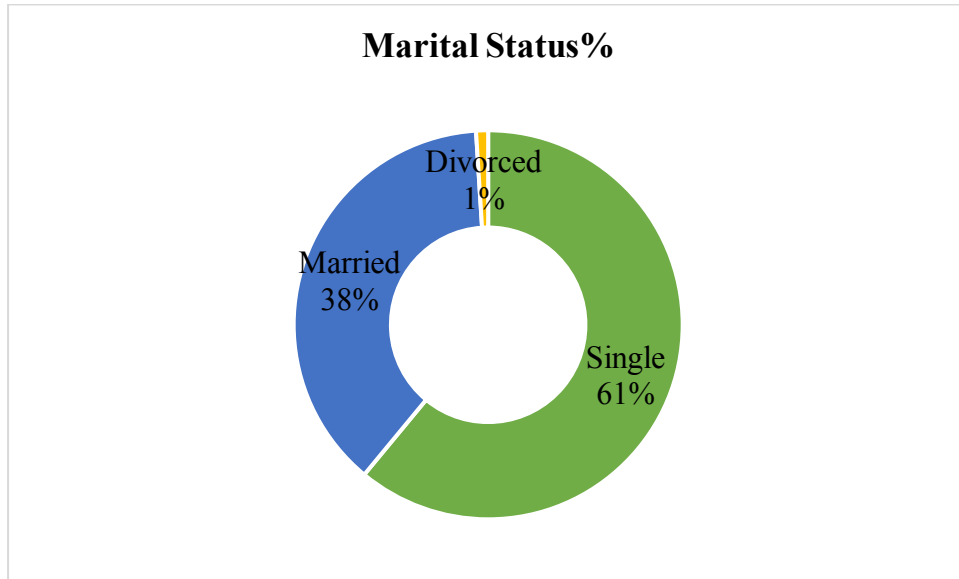
*Table 4.3- Marital Status*

<b>Marital Status</b>	<b>Amount</b>	<b>%</b>
Single	121	61
Married	74	38
Divorced	2	1
<b>Total</b>	<b>197</b>	<b>100</b>

*Source: computed by author*

Table 4.3 above represents an overview of the marital status of the respondents, showing that a majority of participants, specifically 121 of them, which in turn constitutes 61% of the total respondents are single. The table further breaks down the data showing that 74 respondents, or 38% of a total, are married and only a small portion of the respondents, which is only 2 respondents, that accounts just for 1% of a total, reported being divorced. Figure below represents the same information with the Table 4.3.

Figure 4.3 Marital Status



Source: computed by author

Table 4.4 - Education Level

Education Level:	Amount	%
<b>Medical staff</b>		
Residency in medicine	36	28
Specialty/bachelor in medicine	22	17
College	71	55
<b>Total of Medical Staff</b>	<b>129</b>	<b>65 of total 100</b>
<b>Nonmedical Staff</b>	<b>Amount</b>	<b>%</b>
Higher education	24	35
College	2	3
No education	42	62
<b>Total of Nonmedical staff</b>	<b>68</b>	<b>45 of total 100</b>
<b>Total</b>	<b>197</b>	<b>100</b>

Source: computed by author

The table represented above provides an information about the educational qualification level of both medical and nonmedical staff of the Expert Neuro private clinics which in total consists of 197 professionals, showing significant imbalance between these two groups.

Medical personnel, that in total make up a substantial 65% of the total workforce of the organization, dominantly exhibit the educational background, holding college-level degrees which total with 55%. This trend can be largely explained because of the roles such as nurses and kinesiotherapy instructors, which in turn typically require just college degrees to practice in their fields not requiring further high education levels. Moreover, a significant part as 28% of the medical staff have completed residency training in medicine, which includes all doctors, emphasizing that to be a doctor there is a strict requirement of having full high education level. Then relatively small part of 17% of the medical staff have a specialty or a bachelor's degree in medicine.

In contrast, the nonmedical personnel, who in total sum up for the 35% of the total workforce, display mostly with no educational profile. A significant part summing for the 62% of nonmedical personnel lack basic formal education, which can be explained by the nature of their roles which doesn't have this kind of requirements as to be call center operators or receptionists, and orderlies there is no need to have advanced or specific educational level, leading to a workforce that is less formally educated. Only 35% of nonmedical staff have gained higher education, and a merely just 3% of them hold a college degree.

*Table 4.5 - Rank*

<b>Position</b>	<b>Amount</b>	<b>%</b>
Doctors	23	12
Nurses	55	28

Kinesiotherapy instructors	36	18
Acupuncturists	13	7
Coordinators	10	5
Call center managers	15	8
Care department managers	8	4
Administrators	6	3
Orderlies	14	7
Reception	15	8
<b>Total</b>	<b>197</b>	<b>100</b>

*Source: computed by author*

The Table 4.5 above provides information about the workforce structure, which contributes the 197 personnel of the Expert Neuro private clinics, giving details both in the absolute numbers and the percentages. At the front line of this workforce are nurses, who in turn represent the major segment of the total workforce, showing 28% of the total. This is because the nurses in total count of 55 individuals, indicating the importance of direct patient care in this organization. Next kinesiotherapy instructors, who account in total for 18% of the total workforce, which are 36 individuals. Their role is also important in making physical rehabilitation and strengthening the overall health situation of patients.

Doctors also play an important role, summing up as 12% of the total workforce which are 23 of them. Their expertise is very important for making medical diagnoses, assessments, and further treatment plans, indicating the organization's main commitment to providing in-depth healthcare services.

Additionally, to these primary roles represented above, the workforce also includes acupuncturists, who show just 7% of the total summing up for 14

individuals. Their specialization mostly contributes to disjunctive therapeutic practices, improving the holistic care approach of Expert Neuro private clinics.

The table also highlights the presence of call center managers and reception staff, each constituting 8% of the workforce, which corresponds to 16 individuals in each role. These positions are crucial for ensuring effective communication and administrative support, facilitating patient interactions and operational efficiency

Orderlies, who also make up 7% of the workforce with 14 individuals, play an important role in supporting nursing staff and maintaining a clean and safe environment for patients. Coordinators, representing 5% with 10 individuals, are essential for organizing various aspects of patient care and ensuring smooth operations within the facility.

Care department managers, accounting for 4% with 8 individuals, oversee specific departments, ensuring that care standards are met and that staff are supported in their roles. Finally, administrators, who represent the smallest segment at 3% with 6 individuals, handle the organizational and operational tasks necessary for the smooth functioning of the healthcare facility.

#### 4.1 Job satisfaction analysis

*Table 4.1.1 - Particulars*

1=Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5=Very satisfied

	Particulars	1	2	3	4	5
1.	Nature of the work	10.25%	13.50%	25.00%	30.50%	20.75%
2.	Workload	12.00%	18.25%	32.50%	24.75%	12.50%
3.	Working hours	11.50%	17.00%	28.50%	30.00%	13.00%
4.	Long shift working	9.75%	15.25%	35.00%	25.50%	14.50%
5.	Overtime working	10.00%	20.00%	30.00%	30.00%	10.00%
6.	Working of weekend	11.00%	11.00%	34.00%	26.00%	18.00%
7.	Number of weekends	15.50%	30.00%	30.00%	10.50%	14.00%
8.	Working on holidays	10.50%	19.00%	31.00%	28.50%	11.00%

9.	Scheduling	11.25%	13.50%	30.00%	29.50%	15.75%
10.	Variety of hours required to work	10.75%	16.25%	32.00%	28.00%	13.00%
11.	Flexibility	12.50%	30.00%	25.50%	20.00%	12.00%
12.	Job stability	11.00%	18.50%	30.50%	28.00%	12.00%
13.	Equipment	9.50%	12.50%	15.50%	28.50%	34.00%
14.	Working environment	12.25%	11.00%	19.00%	28.75%	29.00%
15.	Safety	11.50%	11.50%	18.50%	29.50%	29.00%
16.	Feeling of accomplishment of work doing	10.50%	17.50%	11.50%	30.00%	30.50%
17.	Uniform	9.00%	15.00%	33.00%	29.00%	14.00%

*Source: computed by author*

The table data shows notable satisfaction in the "Nature of Work" category, with 30.50% of respondents "Satisfied" and 20.75% "Very Satisfied," leading to over 50% cumulative satisfaction. Neutral responses are at 25%, while dissatisfaction is 23.75%, indicating potential areas for improvement in job roles. Workload responses vary, with 32.50% neutral, overall satisfaction at 37.25%, and dissatisfaction at 30.25%, highlighting the need for better workload management.

Satisfaction with work hours is at 43%, with 28.50% neutral and dissatisfied, suggesting a need for improved arrangements. Neutral responses dominate at 35%, with overall satisfaction at 40% and dissatisfaction at 25%, indicating mixed feelings about extended shifts.

Overtime perceptions are evenly split: 40% satisfied, 30% dissatisfied, and 30% neutral, suggesting that overtime policies could be enhanced. Satisfaction with holiday work is at 39.50%, surpassing dissatisfaction (29.50%) and neutral responses (31%), indicating room for policy improvement.

Work scheduling shows high satisfaction at 45.25% and low dissatisfaction at 24.75%, suggesting effective management. Satisfaction with variety in work hours is at 41%, with dissatisfaction at 27% and neutral responses at 32%, indicating a need for better communication about scheduling. Flexibility remains a key area for consideration.

Job stability satisfaction is at 40%, with 29.5% dissatisfied and 30.5% neutral. Enhancing job security could improve this trend. The equipment category has a high satisfaction rate of 62.5%, while the working environment scores 57.75% satisfaction and 23.25% dissatisfaction. Safety measures are rated at 58.5%, marking another strength. Employee accomplishment satisfaction is 60.5%, indicating strong engagement. Uniform policies show a balanced satisfaction of 43%, with 33% neutral and 24% dissatisfied, highlighting areas for improvement.

In summary, Table 6 identifies strengths in equipment quality, safety protocols, the working environment, and employee accomplishments. However, challenges remain in work flexibility, weekend shifts, and workload management, with dissatisfaction noted. Neutral responses in work scheduling and overtime suggest opportunities for better communication and policy refinement.

*Table 4.1.2 - Autonomy*

1=Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5=Very satisfied

	Autonomy	1	2	3	4	5
18.	Areas of recognizing their achievements	5.5%	9.8%	24.7%	39.5%	20.5%
19.	Independent thinking	4.3%	8.7%	28.4%	42.1%	16.5%
20.	Opportunities for independent work, decision making	3.7%	7.5%	30.2%	44.6%	14.0%
21.	Control in the work setting	6.2%	12.3%	22.8%	40.7%	18.0%
22.	Control over work condition	5.1%	10.2%	29.8%	35.4%	19.5%

*Source: computed by author*

Table 4.1.2 results show a positive trend, with high satisfaction in independent thought (42.1% satisfied, 16.5% very satisfied) and decision-making opportunities (44.6% satisfied, 14.0% very satisfied). Recognition of achievements

also received favorable feedback, with 39.5% satisfied and 20.5% very satisfied. These results reflect the organization’s commitment to promoting independence and valuing employee contributions.

However, satisfaction regarding control over work conditions and the environment is lower, with dissatisfaction at 18.5% and 19.5%, respectively. Neutral responses in these areas, averaging 25% to 30%, indicate a need for better communication or flexibility to address employee concerns.

In summary, the results demonstrate the organization’s success in fostering autonomy while highlighting areas for improvement in employee control and clarity about work conditions.

*Table 4.1.3 – Co-worker relationship satisfaction*

1=Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5=Very satisfied

	Co-worker	1	2	3	4	5
23.	Teamwork	4.21%	8.62%	27.32%	41.81%	18.10%
24.	Relationships with colleagues	3.82%	7.90%	26.40%	43.70%	18.20%
25.	Relationships with managers	5.01%	10.21%	25.80%	38.51%	20.50%
26.	Relationships with the head nurse	4.52%	9.03%	26.03%	39.52%	21.01%
27.	Relationships with management	5.22%	10.43%	28.33%	37.61%	18.51%
28.	Relationship with Director	5.82%	11.62%	30.21%	36.43%	16.01%
29.	Peer Support	4.71%	9.51%	27.10%	40.01%	18.72%

*Source: computed by author*

The Table 4.1.3 indicate a positive workplace environment, particularly in teamwork, with 41.81% of respondents satisfied and 18.1% very satisfied. Coworker relationships also received favorable feedback, with 43.7% satisfied and 18.2% very satisfied. Satisfaction with supervisors and head nurses exceeded 58%.

However, relationships with higher management showed lower satisfaction, with over 16% expressing dissatisfaction. Neutral responses averaged 26% to 30%, highlighting areas for improvement in communication with upper management. Overall, the results suggest a culture of collaboration while identifying opportunities to enhance higher-level management relationships.

*Table 4.1.4 - Recognition*

1=Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5=Very satisfied

	Recognition	1	2	3	4	5
30.	The recognition from peers	5.3%	10.1%	25.6%	39.4%	19.6%
31.	The recognition from other professional groups	4.8%	9.4%	26.7%	41.0%	18.1%
32.	The recognition from the patients/clients	22.5%	27.8%	19.2%	14.5%	16.0%
33.	The recognition from the status of position within the profession	6.0%	12.2%	27.5%	36.0%	18.3%
34.	The recognition from supervisors	5.7%	11.3%	17.5%	37.4%	28.1%

*Source: computed by author*

Table 4.1.4 about recognition reveal a predominantly positive attitude among employees. Notably, recognition from patients and clients emerges as the most significant aspect, with 22.5% expressing very dissatisfied and 27.8% indicating they are dissatisfied, while just 14.5% and 16.0% getting rank of satisfied and very satisfied respectfully. This is the indication of the other side of the coin, which means that in commercial clinics clients tend to be more demanding as they are paying to be served compared to the non-commercial clinics. It is clear from the survey that personnel get dissatisfaction from the patient demands. Additionally,

peer recognition reflects favorable results, with an overall satisfaction rate of 59.0%, highlighting the presence of strong professional relationships.

In contrast, recognition from supervisors and the perceived status within the profession received moderate satisfaction ratings, with scores of 65.5% and 54.3%, respectively. A considerable number of respondents, approximately 25%, reported neutral feelings, indicating that some employees may perceive their efforts as overlooked or insufficiently acknowledged. While dissatisfaction levels are low across other categories, they point to potential areas for improvement in cultivating a culture of recognition from management and professional peers.

Overall, the results indicate that while external and peer recognition is a notable strength, there is room for enhancement in internal recognition from management and engagement with the patient/client recognition.

*Table 4.1.5 – Promotion*

1=Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5=Very satisfied

	Promotion	1	2	3	4	5
35.	Opportunities for on-the-job training	8.25%	12.45%	12.35%	35.15%	31.80%
36.	Access to training programs	7.05%	10.25%	12.15%	36.35%	34.20%
37.	Interaction with workers of other dept	12.10%	18.35%	30.25%	24.75%	14.55%
38.	Participation in Research	15.45%	20.10%	30.20%	19.90%	14.35%
39.	Opportunities of continuing education	10.15%	15.25%	20.10%	30.35%	24.15%

*Source: computed by author*

Table 4.1.5 findings regarding promotion and training opportunities indicate a varied range of employee sentiments. A significant majority, over 70% of respondents, expressed satisfaction (either satisfied or very satisfied) with on-the-

job training and access to training programs. This highlights a strong commitment to skill enhancement and learning within the organization.

Conversely, responses concerning interactions with colleagues from different departments were more varied, with 30.25% of participants remaining neutral and dissatisfaction levels reaching 30.45%. This points to a potential weakness in cross-departmental collaboration that may warrant further investigation. Additionally, the area of research participation exhibited the highest levels of dissatisfaction at 35.55%, suggesting that employees may have limited opportunities or engagement in research activities.

Feedback on continuing education opportunities was moderately positive, with 54.50% of respondents indicating satisfaction or high satisfaction, while 20.10% remained neutral. This suggests that there is potential for further development and promotion of educational programs.

Overall about promotion and recognition, while the organization demonstrates strength in training opportunities, there is a need to enhance cross-departmental collaboration and increase participation in research to create a more inclusive and cooperative workplace environment.

*Table 4.1.6 – Supervision*

1=Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5=Very satisfied

	Supervision	1	2	3	4	5
40.	Managers' Leader Styles	9.75%	14.25%	24.50%	31.75%	19.75%
41.	Participation and involvement in the policies of hospitals and decision making.	8.55%	13.45%	22.35%	34.65%	21.00%
42.	Awareness on the clinic's mission, strategy, goals and milestones	7.35%	11.25%	20.45%	38.55%	22.40%

43.	How the organization handles staff complaints.	12.15%	16.85%	16.30%	26.50%	28.20%
44.	Fairness to the performance appraisal	10.20%	12.60%	15.75%	29.40%	32.05%
45.	Job security	11.55%	15.35%	21.25%	30.65%	21.20%
46.	Support by the administration in conflict situations	9.25%	13.75%	19.50%	24.00%	33.50%
47.	Response of administration to needs	8.75%	12.55%	22.45%	35.75%	20.50%

*Source: computed by author*

In the Table 4.1.6 above we can see the information about both credible aspects and opportunities be a part of the realm of organizational moments in the management. The managers' leadership styles and their involvement in clinics' policies showed a relatively high level of satisfaction, with approximately more than 50% of respondents, which is 19.75% very satisfied and 31.75% satisfied. Participation and involvement in the policies of hospitals and decision making showed high level of satisfaction indicating 21% of very satisfied respondents as well as 34.65% satisfied respondents, which in turn means that there is a reliable and open style of management and permissibility for the workers to be a part of the organizational and decision-making processes. In addition, the knowledge of the clinic's main mission and strategy, and their objectives showed as a notable strength, which in turn showed in a satisfaction rate of 60.95% both very satisfied and satisfied respondents, which indicates that effective distribution of organizational goals within the healthcare organization.

On the other hand, regarding the how management of Expert Neuro private clinics handles staff complaints and workers' performance appraisal systems showed mixed feedback. Even though that the satisfaction levels showed relatively significant high percentages as 28.2% very satisfied in handling staff complaints and

26.5% satisfied, and 32.05% very satisfied in the fairness to the performance appraisal system with the percentage of 29.4% satisfied, dissatisfaction level in both of these variables show some doubtful results showing of a significant portion of respondents, approximately 29%, expressed dissatisfaction totaling the very dissatisfied and dissatisfied. This trend can indicate that, although the efforts to address complaints are well recognized and performances of workers are well assessed, there remains need for more transparency and consistency in these processes.

Employees gave average satisfaction scores for job security and administrative help during conflicts, with 51.85% and 57.50% respectively. However, the high number of unhappy and neutral responses shows that stronger job guarantees and more active support from management are needed.

To sum up, the Expert Neuro private clinics as a healthcare organization does well in leadership as well as in communication when it comes to supervision. However, it's important to note that for the organization it will be fair if they improve how they handle complaints from workers, evaluate staff performances, and respond to the administrative issues. This will in further help build trust between employees and management and keep employees more engaged to their roles.

*Table 4.1.7 – Pay*

1=Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5=Very satisfied

	Pay	1	2	3	4	5
48.	Salary	2.35%	3.75%	21.30%	34.10%	38.50%
49.	Bonuses	0.55%	5.35%	19.45%	30.25%	44.40%
50.	Paid for overtime	9.85%	14.25%	21.75%	32.15%	22.00%
51.	The reward system and package	11.50%	17.25%	19.10%	29.85%	22.30%
52.	Vacations	10.75%	16.50%	18.50%	23.25%	31.00%
53.	Leisure activities	9.65%	11.85%	15.75%	33.35%	29.40%

54.	Overall job satisfaction	2.25%	6.75%	17.75%	24.25%	45.00%
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*Source: computed by author*

Table 4.1.7 above is about the level of promotion in the Expert Neuro private clinics and provides a detailed data about employee satisfaction level. It is noticeable that the salary and bonuses are identified as key factor to satisfaction in any organization, in the case of Expert Neuro private clinics the approval ratings of salary and bonuses are relatively high. The results of the survey responses represent that 38.5% which is fairly more than the half of the staff are very satisfied with the salary level and 34.1% are satisfied, which in total there is a 72.6% of satisfaction level. This can be explained that these clinics are commercial healthcare organizations and mainly this is the difference from the government healthcare organizations. Moreover, the organization uses bonus system to keep motivated the employees, and the results from the Table 12 proves that, showing 44.4% of very satisfied respondents. This can be explained that most of the employees work for the bonuses and it in their own motivation to get high pays, so that their overall payments are depend on how included they were working. This is in the interest of employees itself to get more bonuses. It should be noted that some roles such as orderlies, nurses and receptionist do not have bonuses they have only fixed salaries. These figures suggest that employees generally get their pay as fair and competitive. In addition, overall job satisfaction on the payment level received positive feedback, with more than half of the participants, to be precise 69.25% indicating that they are very satisfied or satisfied, reflecting a favorable view of the organization's overall offerings.

Overtime pay and the reward system on the other hand showed more moderate satisfaction levels, with ratings of 54.15% and 52.15% with total of satisfied and very satisfied. Satisfaction levels for leisure activities and vacation showed, 62.75% and 54.25% respectively, indication that there still potential opportunities for the organization to improve the work-life balance.

In general, the organization does well with salaries and bonuses, but there's a lot of room for improvement in making rewards fairer, offering better pay for overtime, and providing more vacation and leisure benefits. These changes could greatly improve employee happiness and morale.

Ways of improving the satisfaction level of employees about the job:

*Table 4.1.8 - Ways of improving the satisfaction level of employees about the job*

1=Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5=Very satisfied

55.	Increased salary will improve level of job satisfaction	4.3	2.9	14.3	32.9	45.8
56.	Physical work conditions will improve job satisfaction level	4.3	1.4	7.1	47.1	40
57.	Recognition and promotion activities will improve job satisfaction level	1.4	0	11.4	40	47.1
58.	Training and development opportunities are needed to improve job satisfaction	1.4	1.4	0	42.9	54.3
59.	Managers should provide personnel with opportunities to participate in actions and decisions affecting their work	1.4	1.0	0.4	42.9	54.3

*Source: computed by author*

The Table 4.1.8 highlights some of the key factors that respondents take into consideration as determinative in the development of their job satisfaction level. First one among these key factors is salary, which was chosen as one of the most important factors to improve satisfaction level, with 45.8% of respondents indicating they will be very satisfied if salary was increased, despite that in previous parts of the survey that employees were relatively highly satisfied with their current salary system, this indicates that people always want more payment. Then, 32.9% of respondents answered that they will be satisfied if the salary is increased, and just 4.3% considered that this is not so important. These dynamics explains that the

substantial impact of the financial compensation that has on workers' overall satisfaction in their roles. Alongside with the salary, the physical work environment at the organization and the recognition or the promotion of efforts that employees are doing are also seen as important factor of job satisfaction, each achieving a combined satisfaction rate of 87.1% in very satisfied and satisfied variables. This in turn illustrates that workers not only want financial rewards for their job but also that they will appreciate a supportive work conditions and as well important the acknowledgment of their contributions at their roles, which can further motivate them at work.

Moreover, training and opportunities to get certificates, alongside with the involvement in the decision-making process, were also showed a highly value, with both areas in satisfied and very satisfied reached the level of 97.2%. This high level of satisfaction shows that employees want to keep growing in their careers and feel it's important to be part of decisions that affect their work. When employees believe their opinions matter and have chances to improve their skills, they are more likely to stay motivated and loyal to their company. These results highlight why ongoing training and involving employees in decision-making are so important.

## 5. DISCUSSION

### Insight from the demographic analysis

This research implicated in total 197 healthcare personnel from the Expert Neuro private clinics, including a different workforce role such as nurses, doctors, physicians, managers, coordinators, receptionists, kinesiotherapy instructors, procedural staff, and orderlies. Major part of the participants which is 49.7% fell into the range of 18–30 age range, illustrating that most of the workforce is a youthful and vibrant, and 32.9% were between the age range of 30–40, demonstrating a solid illustration of middle-aged employees. Employees who are 40 years of age showed only 17.3% of total participants. Overall employees are predominantly female, which shows 69% of them identifying as women, which can be explained by the prevailing trends in caregiving professions such as nurses and orderlies, while males represented just 31% of total 197 respondents. The majority of participants, in numbers 61% are single, which correlates with the younger demographic illustrated in previous parts of the analysis, while 38% had married status, and an only 1% indicated that they were divorced.

There was an illustration of clear difference in education levels among the medical and nonmedical staff of Expert Neuro private clinics. From the medical workers, more than half, which is 55% had college degrees, this is explained by the majority of the medical staff are nurses which historically does not need higher educational qualifications, then 28% of medical staff had finished residency training which represents by the doctors, and just 17% had a specialty or bachelor's degree. On the contrary, more than the half, 62% of nonmedical staff had no formal education, indicating the different educational needs for their jobs. This can be explained by the fact that most of non-medical staff are call center managers and receptionists, for these roles there is no strict requirement on the professional education levels. Overall workforce is mainly made up of nurses, who make the 28% of total workforce, then comes kinesiotherapy instructors with 18% and doctors at

12%. Other support roles like orderlies, managers, administrators, receptionists, and coordinators are smaller groups which do not need to be identified. This mix of skills illustrates that the variety of expertise is mostly needed to care for patients.

#### Key Strengths of the Expert Neuro private clinics

1. **Reward and Payments:** The results of the research represent that payment and bonuses are very important in making employees satisfied with their jobs, which have approval rates of 72.60% and 74.65% from the survey results. This means that employees of this organization consider their payment as fair and competitive. Moreover, most of personnel are satisfied with their jobs, indicating 69.25% of total that they are either satisfied or very satisfied.
2. **Training and Development:** The organization illustrates a strong focus on employees' development. They offer training opportunities while working and high chances to keep getting more knowledge in their professions, which is proven by the fact that over 70% of respondents are happy with the training programs of the organization. This in turn indicates that the organization puts effort to improve skills of employees and on their career growth.
3. **Independence and Working Together:** The research results show that 42.1% of employees were satisfied with their ability to make their own decisions during on their roles at the work, and 39.5% of the respondents were pleased with the area of recognizing their achievements. This in turn shows that there is a supportive and encouraging work environment in the organization where personnel can feel appreciated and being able make own decisions which can positive impact to make important contributions.
4. **Work Environment and Safety:** The majority of employees are satisfied with the quality of tools and equipment that is provided by the organization (62.5%) and the safety rules that is taken in the workplace (58.5%). This illustrates that the organization makes noticeable effort to create a safe workplace.

Parts that need improvements:

1. **Work-Life Balance:** Concerns regarding workload and compensation for overtime were prominent, with 54.15% of respondents expressing dissatisfaction with overtime and 30.25% regarding workload. The responses to weekend and holiday work were varied, suggesting a risk of employee burnout.
2. **Acknowledgment:** Patients were not happy with the service, as 27.8% of those who answered said they were not satisfied and 22.5% very dissatisfied from the recognition that they get from the patients from their work. As it is crucial moment for the clinic because clients are the main part of their work, it is significant for the staff to get more positive feedback from them. But this can be explained by the fact that Expert Neuro is a private clinic where patients pay for their treatment and clients demand for their money.
3. **Recognition:** Notably, recognition from patients and clients emerges as the most significant aspect, with 22.5% expressing very dissatisfied and 27.8% indicating they are dissatisfied, while just 14.5% and 16.0% getting rank of satisfied and very satisfied respectfully. This is the indication of the other side of the coin, which means that in commercial clinics clients tend to be more demanding as they are paying to be served compared to the non-commercial clinics. It is clear from the survey that personnel get dissatisfaction from the patient demands. Additionally, peer recognition reflects favorable results, with an overall satisfaction rate of 59.0%, highlighting the presence of strong professional relationships.
3. **Supervision and Administrative Practices:** Although managerial leadership styles received generally favorable evaluations, aspects such as grievance resolution and equity in performance evaluations were met with lower satisfaction levels. Approximately 29% of participants reported dissatisfaction with these areas, indicating a need for enhanced transparency and fairness.
4. **Research Opportunities:** Engagement in research activities was significantly low, with a dissatisfaction rate of 35.55%. This reflects a scarcity of opportunities for employees to pursue academic or professional development within the organization.

#### Opportunities for Enhancement

1. Encourage Work-Life balance: Making strategies and decisions to minimize overtime working, to enhance flexible scheduling, and stimulating a well-balanced work-life integration can lead to decrease employee dissatisfaction, as from the results there were results where employees of Expert Neuro private clinics were mostly dissatisfied with the over workload and less vacation opportunities, this can further reduce the risk of burnout.
2. Support Collaboration between different departments: Encouraging open communication and collaboration between different departments like finance, management, medical staff and non-medical staff can reduce barriers between co-workers and create more connected and stronger workplace culture in the organization.
3. Improve Fairness when reviewing the performances and Problem-Solving system: Enhancing clear and fair systems to evaluate the performance of personnel, alongside with more convenient ways to handle conflicts on the workplace, can improve trust among employees and the management and increase overall employee satisfaction. Enhancing the part with the patient claims, their satisfaction and handling the issues related to the money and service relationship.
4. Encourage Employees to Join Research Projects: Giving opportunities to the staff to take part in research activities related to their job roles can help them grow in their careers, motivate them to be more involved in their profession, moreover spark new ideas. This is good for both the organization and the employees. As the Expert Neuro private clinics are healthcare organizations it is important for the overall healthcare field.
5. Encourage employees to be more Involved: Giving employees more opportunities to be part in the decision-making processes and suggesting steady support from the administration during conflicts will improve overall engagement and satisfaction level of employees.

## 6. CONCLUSION

The results of this research give a thorough overall perspective on job satisfaction of the staff at the Expert Neuro private clinics. The research of the overall workforce illustrated the majority of the young group, which is mostly comprised of women, which in turn have different levels of professional education that in general fit both medical and non-medical job roles regarding on the requirements of the job positions. This combination of employees underlines that the Expert Neuro clinics team varies, including different job positions, where nurses and kinesiotherapy instructors are the largest groups, 55 and 36 respectively. This in turn represents that the organization strongly focuses on taking care of patients.

This research indicated several key strengths of the Expert Neuro private clinics which are: payments and bonuses, thorough training programs available for the employees and different learning opportunities, and the overall working environment that encourages to be independent and good, strong teamwork. Moreover, the organization mainly focuses on providing outstanding equipment as well as ensures the safety that gets high satisfaction from employees. These key factors illustrate a good supportive working environment that appreciates the growth and solid teamwork.

The research results also highlight some moments that need to be addressed. There are some issues in the organization like balancing work and personal life of employees, especially with the heavy working hours which in turn could lead to the employee exhaust. Strong issues related to patients which are the main clients of the organization. Additionally, connection among departments needs to be developed, as feedbacks from the survey show that there is noticeable lack of communication and cooperation in this area. The organization need to develop strategies to how they handle conflicts in the workplaces, issues with the patient satisfaction and make sure that performance appraisals are fair. Last but not least, the organization lacks in the research field, and the survey results indicate that

employees are not satisfied about this, which suggests that the organization could do better to support the learning and career development process of the personnel.

To review these problems well, specific actions are recommended. First, implementing some rules that help to keep the balance of work and personal life. Second, improve connection and communication between different departments, and make sure that the performance reviews are fair. Moreover, enhancing more opportunities to do research will help the personnel to grow in their future careers. Additionally, being more involved with the patient satisfaction problem. Then, getting administration to be more involved in conflict situations and letting employees have a word in decision making processes will make them feel included, trusted and more responsible, which will in turn increase their overall motivation at work and their satisfaction.

In summary, the organization has many key strengths in important areas, but it's important to solve the problems that have been indicated in this research to keep employees more satisfied. By strengthening on its current strong points and making some specific changes, Expert Neuro private clinics can improve and create more united and supportive workplace. This will help ensure success and keep employees stable in the long run.

In conclusion it is important to remind that the research is based on the information of just one organization and the sample size that was used for the analysis was relatively small size of 197 participants. The questionnaire used in the analysis required participants to put themselves into hypothetical situation and think about what factors should mostly contribute to their job satisfaction when they start to work. Relying on hypothetical situations may have an impact of biases, as respondents might answer based on their own idealized perceptions rather than using their actual experiences. Moreover, this research is based on the commercial private healthcare organization, which can also influence the survey results.

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Appendix A – “Survey”

1=Very dissatisfied 2= Dissatisfied 3= Neutral 4= Satisfied 5=Very satisfied

	Particulars	1	2	3	4	5
1.	Nature of the work					
2.	Workload					
3.	Working hours					
4.	Long shift working					
5.	Overtime working					
6.	Working of weekend					
7.	Number of weekends					
8.	Working on holidays					
9.	Scheduling					
10.	Variety of hours required to work					
11.	Flexibility					
12.	Job stability					
13.	Equipment					
14.	Working environment					
15.	Safety					
16.	Feeling of accomplishment of work doing					
17.	Uniform					
	Autonomy					
18.	Areas of recognizing their achievements					
19.	Independent thinking					
20.	Opportunities for independent work, decision making					

21.	Control in the work setting					
22.	Control over work condition					
	Co-worker					
23.	Teamwork					
24.	Relationships with colleagues					
25.	Relationships with managers					
26.	Relationships with the head nurse					
27.	Relationships with management					
28.	Relationship with Director					
29.	Peer Support					
	Recognition					
30.	The recognition from peers					
31.	The recognition from other professional groups					
32.	The recognition from the patients/clients					
33.	The recognition from the status of position within the profession					
34.	The recognition from supervisors					
	Promotion					
35.	Opportunities for on-the-job training					
36.	Access to training programs					
37.	Interaction with workers of other dept					
38.	Participation in Research					
39.	Opportunities of continuing education					

	Supervision					
40.	Managers Leader Styles					
41.	Participation and involvement in the policies of hospitals and decision making.					
42.	Awareness on the clinic's mission, strategy, goals and milestones					
43.	How the organization handles staff complaints.					
44.	Fairness to the performance appraisal					
45.	Job security					
46.	Support by the administration in conflict situations					
47.	Response of administration to needs					
	Pay					
48.	Salary					
49.	Bonuses					
50.	Paid for overtime					
51.	The reward system and package					
52.	Vacations					
53.	Leisure activities					
54.	Overall job satisfaction					
	Ways of improving job satisfaction:					

55.	Increased salary will improve level of job satisfaction					
56.	Physical work conditions will improve job satisfaction level					
57.	Recognition and promotion activities will improve job satisfaction level					
58.	Training and development opportunities are needed to improve job satisfaction					