Article

Sustainable Healthcare Quality and Job Satisfaction through Organizational Culture: Approaches and Outcomes

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Abstract: This paper explores innovative strategies to enhance sustainable healthcare quality, emphasizing the pivotal role of organizational culture and placing a special focus on employee job satisfaction. Recognizing the indispensable nature of contented employees in delivering superior patient care, our discussion explores how an organizational culture that prioritizes optimized work processes, and a supportive work environment can significantly boost employee well-being. By mitigating workplace stress through the refinement of operations and the minimization of waste, healthcare organizations can foster a setting that greatly enhances job satisfaction. This enhancement, in turn, catalyzes superior patient care and underscores the healthcare system's dedication to sustainability and the well-being of its employees. Our analysis indicates that concentrating on employee satisfaction, deeply rooted in the organizational culture, is not merely advantageous but essential for nurturing a sustainable, high-quality healthcare system. The insights offered aim to guide healthcare organizations toward embracing strategies such as Green Lean Six Sigma, with a heightened focus on improving workforce well-being through the lens of organizational culture. This approach is expected to produce a synergistic improvement in healthcare quality by promoting operational efficiency and advancing environmental sustainability in tandem.

Keywords: employee well-being; job satisfaction; sustainable approaches; healthcare quality; organizational culture; Green Lean Six Sigma; corporate social responsibility

1. Introduction

In the healthcare sector, job satisfaction plays a pivotal role, transcending mere contentment among staff to impact overall well-being, foster positive mindsets, and shape attitudes towards work. Beyond its individual effects, job satisfaction contributes significantly to the delivery of high-quality healthcare services and serves as a crucial factor in reducing both physical and mental health issues among healthcare professionals. Within this context, the pursuit of more effective, sustainable, and enjoyable working environments holds profound significance, seeking to elevate the professional lives of individuals not only in healthcare but also across various other sectors [1,2].

The primary objective of this research paper is to delve into the complexities of job satisfaction within the healthcare sector, a realm renowned for its demanding work environment [3–5]. The healthcare landscape is fraught with challenges, including extended work hours, heightened stress levels, and the pervasive presence of emotional labor, all of which significantly impact the well-being of healthcare professionals. Recognizing the paramount importance of understanding these factors and their effects on job satisfaction, this study embarks on a journey to enhance healthcare quality and organizational effectiveness. By meticulously identifying key elements of job satisfaction, such as the quality of the

work environment, compensation structures, recognition initiatives, and opportunities for professional development, this research aims to shed light on the intricate dynamics that shape employee contentment in healthcare organizations.

Furthermore, this study endeavors to investigate the negative impacts that impinge upon job satisfaction within the healthcare sector. From the burdens of emotional labor to the challenges posed by staffing shortages and the absence of adequate administrative support, this research seeks to uncover the factors that detrimentally affect employee satisfaction. Through a comprehensive examination of these challenges, this study aspires to offer insights that can inform targeted interventions aimed at mitigating their effects and fostering a more conducive work environment. Ultimately, by quantitatively and qualitatively assessing overall job satisfaction levels among healthcare professionals, this research endeavors to illuminate areas of strength and highlight critical avenues for improvement, thus contributing to the overarching goal of enhancing healthcare quality and organizational effectiveness.

At the same time, this research intends to enhance the understanding of job satisfaction and explore the application of GLSS in healthcare settings, focusing on its relationship with job satisfaction. In particular, it explores the impact of Green Lean Six Sigma (GLSS) within this context, presenting it as a useful method for boosting job satisfaction in healthcare settings by aligning process improvement with environmental sustainability and cultural alignment [6–8]. This investigation also seeks to highlight the crucial role that organizational culture plays in shaping the effectiveness of GLSS on job satisfaction. To achieve this objective, the study aims to provide a comprehensive analysis of the topic and its individual components, offering an informed viewpoint on the mechanisms of job satisfaction. This will not only augment knowledge in the field but also lay the groundwork for future inquiries.

As it appears from this research, employee satisfaction encompasses the personal attitudes and assessments of employees regarding their overall work environment, signifying a company's effectiveness in creating a workplace that satisfies the employees' needs for skill utilization, aligns with their social values, and acts as a measure of the fairness and suitability of an organization's policies. In other words, effective personnel management and resolution of their concerns are not merely theoretical concepts documented on paper; they are reflected in how managers address issues tied to workplace efficiency, compensation, professional growth, and the implementation of strategies and policies designed to enhance the overall well-being of the staff.

In summary, this research endeavors to contribute to the expanding field of study at the intersection of health, well-being, and sustainability, with a primary emphasis on the critical role of organizational culture. By aiming to cultivate a robust research community dedicated to refining Green Lean Six Sigma (GLSS) approaches, acknowledging the significant influence of organizational culture on the success of such initiatives, this study holds promise for enhancing the well-being of the healthcare workforce and improving patient care quality and organizational efficiency. Additionally, it delves into the pivotal topic of job satisfaction within the healthcare sector, recognizing its profound impact on healthcare professionals' well-being and patient care quality. Through its examination of the intricate relationship between job satisfaction, organizational culture, and GLSS methodologies, this research intends to offer crucial insights for enhancing workplace dynamics and service delivery. By focusing on optimizing GLSS strategies within supportive and adaptive organizational cultures, this study not only intends to advance knowledge but also to provide practical implications for creating healthier, more efficient healthcare environments. Overall, this research strives to shape a better understanding of how organizational culture influences GLSS implementation, thereby contributing to the improvement of healthcare practices and organizational effectiveness.

1.1. Main Ideas Model

Figure 1 illustrates the main components of the research model as follows: the healthcare sector, job satisfaction, organizational culture, and Green Lean Six Sigma (GLSS). It also depicts the relationships between these components, such as the influence of organizational culture on job satisfaction and the impact of GLSS strategies on organizational efficiency and effectiveness. The model aims to provide insights into how these factors interact and contribute to the well-being of healthcare professionals and the quality of patient care.
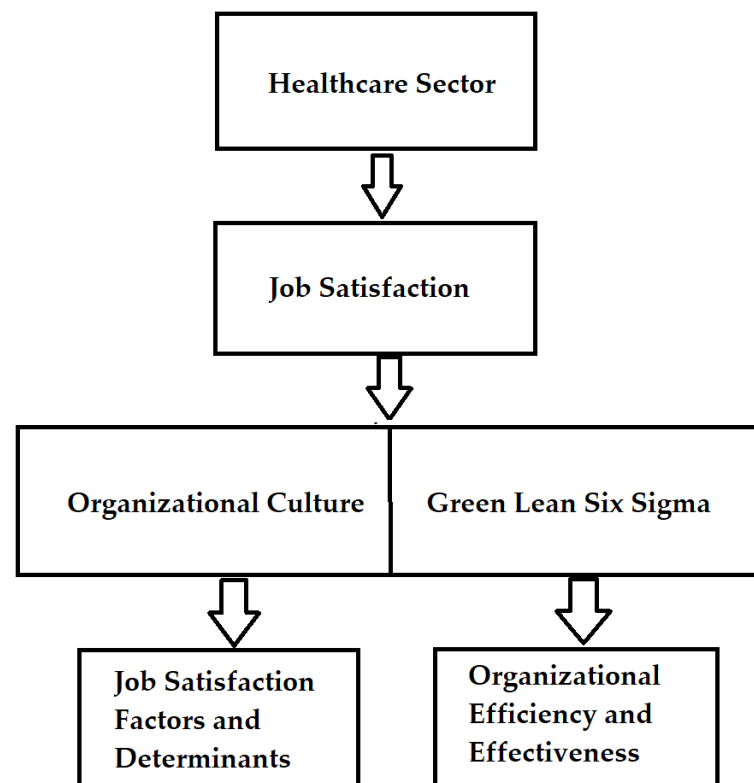

Figure 1. The main components of the research model. (The authors of the paper have developed a diagram).

1.2. Objectives and Research Questions (RQ)

The healthcare sector is recognized for its demanding work environment, marked by extended work hours, heightened stress levels, and emotional labor, all of which can notably affect job satisfaction among healthcare professionals [9]. Given the demanding nature of the healthcare environment and its implications for employee well-being, understanding these factors and their effects on job satisfaction is crucial for enhancing healthcare quality and organizational effectiveness.

The objectives of the study are as follows:

- Identify the key elements of job satisfaction: Analyze the crucial factors that influence job satisfaction among employees in private healthcare organizations, including work environment, compensation, employee recognition, and professional development opportunities.
- Investigate the negative impacts on satisfaction: Examine specific challenges within the healthcare sector, such as emotional labor, staffing shortages, and lack of administrative support, that detrimentally affect employee satisfaction.
- Assess overall job satisfaction levels: Quantitatively and qualitatively measure the current state of job satisfaction among employees, aiming to understand overall contentment and identify areas requiring improvement.

Therefore, this study aims to identify the present state of employee job satisfaction within private healthcare institutions in the context of socio-demographic determinants. A thorough review of the existing literature on the subject enabled the formulation of the following Research Questions (RQ), which were employed in the conducted study:

1. From the perspective of employees, what are the key components or aspects that constitute job satisfaction?
2. Which elements can detrimentally impact the level of employee satisfaction in healthcare organizations?
3. How satisfied are employees working in private healthcare organizations with their jobs?

The research objectives are designed to provide a comprehensive understanding of job satisfaction among employees in private healthcare organizations, addressing key elements and potential negative impacts. Firstly, the study aims to identify the crucial factors influencing job satisfaction, such as the work environment, compensation, recognition, and professional development opportunities. Secondly, it seeks to investigate specific challenges within the healthcare sector, including emotional labor, staffing shortages, and lack of administrative support, which may adversely affect employee satisfaction. Lastly, the study aims to assess overall job satisfaction levels quantitatively and qualitatively, with the goal of understanding current contentment levels and identifying areas for improvement. The research questions provide a framework for analyzing the state of employee job satisfaction and its determinants within the context of socio-demographic factors.

2. Employee Job Satisfaction

Job satisfaction is intricately linked to an employee's emotional response to their job and their subsequent reactions to these feelings, as highlighted by Shiu and Yu (2009) [10]. According to Bussing et al. (1999) [11], job satisfaction is influenced by an individual's desires, needs, motivations, and emotional experiences within the workplace.

Job satisfaction is of the utmost importance in the healthcare field. It promotes general well-being across the spectrum of health, constructive outlook, and attitudes of staff in relation to work. It enhances overall health and well-being, fosters a positive work attitude and outlook among staff, and leads to better healthcare service delivery while reducing both physical and mental health issues among healthcare professionals. The primary aim of healthcare systems is to maximize the delivery of services to as many individuals as possible, despite the limitation of resources, including the notable scarcity of human resources. Achieving this aim necessitates a strategy centered around the dedication of healthcare providers. As such, prioritizing employee job satisfaction is crucial for maintaining a high-quality healthcare workforce. Research has consistently shown positive relationships between the satisfaction levels of the healthcare workforce and patient satisfaction, as well as the quality of healthcare services offered [12]. Caring for affected people on a regular basis can lead to stress in their work environment. Therefore, healthcare managers must carefully consider employee satisfaction and adopt strategies to ensure the right conditions for both employee well-being and optimal healthcare delivery.

2.1. Personal, Managerial, and Environmental Influences

Job satisfaction emerges from a complex interplay of various factors that can be broadly categorized into personal/demographic characteristics, management-related influences, and environmental or workplace-related factors. These factors cover various considerations such as equitable pay, appropriate staffing ratios, a supportive work environment, chances for both personal and career development, sustainable work demands, motivating leadership, acknowledgment of efforts, backing for positive patient care outcomes, strong relationships with peers, independence in the workplace, stability in employment, and merit-based career progression [13].

Notably, the impact of these factors on job satisfaction is not uniform across all jobs or work environments. Certain employees may enjoy excellent pay, career development opportunities, and strong interpersonal connections at work and yet remain dissatisfied.

The significance of these factors varies not only by the nature of the organization but also among individuals within the same professional field.

Research has explored the connection between demographic variables and job satisfaction. Studies by Suresh et al. (2015) [14] and others have identified age and gender as significant predictors of job satisfaction, whereas other demographic details like job position, marital status, length of employment, and job title often show no substantial link. Contrarily, some investigations, such as those by Tabatabaei et al. (2013) [15] and Ayodele et al. (2020) [1], underscore the relevance of gender, age, education, marital status, and professional background in explaining variations in job satisfaction levels.

In the specific context of healthcare, focusing on female nurses, Kozuchova et al. (2015) [16] found that age and gender had a negligible statistical relationship with job satisfaction. These examinations into demographic factors aim to guide policy and healthcare leaders in devising strategies to enhance employee contentment.

Perceived organizational support plays a crucial role in fostering job satisfaction. This concept reflects employees' perceptions of their organization's appreciation and concern for their welfare, encapsulating how well the organization meets their social and psychological needs, offers support, and aligns productivity with rewards. The extent to which employees believe their well-being is a priority, evidenced through compensation, career opportunities, acknowledgment, and other forms of support, is vital. This belief is further influenced by institutional policies and the effectiveness of human resource management in reconciling work demands with personal life needs.

Moreover, job satisfaction is attainable when employees feel a sense of identification with their organization, motivating them to fulfill their duties with the utmost dedication and thereby demonstrating their commitment through high performance. This synthesis of factors underscores the intricate and multi-dimensional nature of job satisfaction, highlighting the necessity for a comprehensive approach to addressing employee well-being and organizational success [17–19].

2.2. Job Satisfaction and Productivity through Reward Systems and Organizational Culture

The intricate relationship between job satisfaction, productivity, and rewards is pivotal for organizational success. Kreitner et al. (2002) [20] have identified several factors that influence job satisfaction, emphasizing the crucial role of management in fostering an environment conducive to employee engagement and effective stress management. The organization's commitment to addressing issues related to compensation, professional growth, and policies that promote staff well-being is instrumental in manifesting its dedication not just in theory, but in practical actions.

Riggle et al. (2009) [21] proposed a nuanced understanding of how perceived organizational support relates to job satisfaction, outlining two significant dynamics. Initially, when employees perceive that the organization adequately meets their needs, their satisfaction within the work environment increases, which can, in turn, enhance their overall career satisfaction. Subsequently, when employees receive the support, they believe they deserve, their willingness to engage and commit to their work intensifies. This form of recognition and support can be a powerful motivator, leading to job satisfaction that embodies an attitudinal shift towards positive behavioral changes, thereby boosting productivity.

This reciprocal relationship underscores the importance of rewards—not just in monetary terms, but also in the form of job satisfaction that stems from a supportive and appreciative work environment. Such satisfaction becomes more than just a feeling; it evolves into a lifestyle where the employees' commitment to their roles significantly contributes to greater organizational productivity [2,22].

2.3. Enhancing Job Satisfaction in Healthcare through an Innovative Sustainable Approach

In today's rapidly evolving healthcare environment, the quest for operational excellence and sustainability, coupled with the critical need for enhanced employee satisfaction, has never been more paramount.

The integration of Lean Thinking (LT) with sustainable strategies can have a substantial impact. More specifically, numerous organizations across both the manufacturing and service industries have significantly enhanced their efficiency and productivity by adopting LT, a comprehensive work system credited with propelling Toyota to unparalleled success as the world's largest and possibly most profitable car manufacturer. Following the recognition of LT's effectiveness, its principles were applied beyond manufacturing to include sectors like finance, healthcare, government, and education [6,23–25]. Beyond its widespread success and adaptability in various industries and cultural settings, Lean thinking has already delivered significant advantages to the healthcare sector.

Towards achieving sustainability, the integration of GLSS into healthcare processes emerges as a potent strategy, not only for optimizing resource efficiency and reducing waste, but also as a significant catalyst for improving job satisfaction among healthcare professionals. This methodology, by harmonizing the principles of Lean and Six Sigma with a keen focus on environmental sustainability, presents a comprehensive approach to tackling the multi-dimensional challenges faced by healthcare organizations, thereby fostering a more engaging and fulfilling work environment [7,26,27].

GLSS's focus on process improvement can directly and indirectly contribute to increased job satisfaction. By systematically eliminating non-value-added activities and reducing inefficiencies, healthcare professionals can focus more on patient care. This eliminates or reduces bureaucratic or unnecessary tasks. This change can lead not only to the improvement of the quality of patient care, but also gradually lead to the achievement of job satisfaction and a sense of fulfillment among healthcare workers. In addition, this approach empowers employees by involving them in the problem-solving process, thereby giving them a voice and a sense of participation in the improvements that are achieved, which is a known factor in increasing job satisfaction [8,28–30].

Moreover, the 'Green' aspect of this approach introduces an additional layer of job satisfaction by aligning organizational processes with environmental sustainability goals. In a world increasingly concerned with ecological balance, healthcare professionals find additional motivation and pride in working for institutions that are committed not only to patient care but also to reducing their environmental footprint. This commitment to sustainability resonates with the personal values of many employees, thereby fostering a deeper connection with their employer and increasing job satisfaction. The initiative to reduce waste, conserve resources, and implement sustainable practices creates a positive organizational culture that values both human and environmental health [31,32].

Implementing GLSS can also facilitate a culture of continuous improvement and lifelong learning. These are key drivers of job satisfaction [33–35]. Healthcare professionals often enter the field with a desire to make a difference and to continuously develop their skills. The methodology's framework for problem-solving and efficiency improvements provides ongoing opportunities for professional growth and development. By engaging in training and certification programs, employees can advance their skill sets, leading to increased confidence, competence, and satisfaction in their roles. This culture of continuous learning and development ensures that healthcare professionals remain at the forefront of industry best practices, further enhancing their job satisfaction and commitment to excellence [34–37].

2.4. The Impact of Organizational Culture on Job Satisfaction and Strategy Implementation

Organizational culture holds a fundamental role in influencing job satisfaction, serving as the bedrock upon which employees' attitudes and behaviors are built. This culture comprises the collective values, beliefs, and practices that shape the day-to-day experiences of employees, creating an environment that can either uplift or undermine their sense of fulfillment at work. In environments where the culture is characterized by trust, respect, and mutual support, employees tend to exhibit higher levels of job satisfaction. Such a positive organizational culture encourages a sense of belonging and appreciation, which are crucial for fostering a motivated and content workforce. Moreover, when employees

feel aligned with their organization's values and goals, they are more likely to experience a meaningful connection to their work, further enhancing job satisfaction [38,39].

The implementation of new strategies within an organization, including innovative methodologies or operational changes, is significantly influenced by the prevailing organizational culture. A culture that values adaptability, continuous improvement, and employee engagement is essential for the successful adoption of new initiatives. When organizational culture and the goals of new strategies are in harmony, the transition is not only smoother but also more likely to be embraced by employees. This alignment facilitates a more open and collaborative approach to change, enabling employees to contribute to and support new directions. As a result, the effectiveness of these strategies is heightened, leading to better outcomes for the organization, such as improved performance and efficiency. Ultimately, a supportive and adaptive organizational culture is a critical factor in ensuring that new strategies not only take hold but also thrive, contributing to the overall success and sustainability of the organization [40–44].

3. Materials and Methods

3.1. Research Methodology

Measuring job satisfaction is crucial for organizations aiming to improve employee morale, productivity, and retention. Various methods can be used to gauge how content and engaged employees are with their jobs. Some of the most common and effective methods include the following [45]:

- Qualitative Method (Qualitative Research): Involves gathering data that encompasses emotions, motivations, and other intangible factors that cannot be quantitatively measured.
- Quantitative Method (Quantitative Research): Relies on the statistical analysis of data to produce results that are measurable and verifiable.

Methods of collecting and categorizing data are divided into five main types as follows: the direct observation method, the telephone interview method, the face-to-face interview method, the distribution of questionnaires, and the utilization of secondary data sources.In particular, questionnaires are widely used as data collection methods in both experimental research and survey studies, serving as effective instruments to ensure the comparability of participants' responses [46,47].

In this study, by employing both primary and secondary research methods, we aimed to assess the current level of job satisfaction among employees within private healthcare organizations.

The conducted study was of a quantitative nature, aimed at uncovering patterns and providing explanations through measurable and observable data across different variables. A sample research design was utilized to examine the characteristics, behaviors, and trends associated with job satisfaction and its influencing strategies.

For data gathering, the research combined primary quantitative methods with secondary research approaches. The collection and categorization of data involved the formulation of a structured questionnaire for direct data gathering and the examination of secondary sources for supplementary insights.

The primary quantitative data were gathered using a structured questionnaire, composed of closed-ended questions, including binary options, multiple selections, and Likert scale responses, to streamline the process of data analysis and application.

In the secondary research phase, a thorough examination of various sources, including scientific papers, articles, and studies from both the Greek and international contexts, was initiated. This comprehensive effort was undertaken to bring together a wealth of existing knowledge about the complex dynamics of labor supply and demand. The current landscape was sought to be understood, but also the future trajectory of job satisfaction was aimed to be predicted, seeking insights into potential trends and developments that may impact individuals' experiences in the workforce.

3.1.1. Conducting the Study on Employee Job Satisfaction in Healthcare Organizations

(1) Population: The population of interest for our study comprised employees working in various healthcare organizations, including hospitals, clinics, and medical centers.

(2) Sample Selection: To gather data, we employed a stratified random sampling technique. We divided the population into different strata based on job roles (e.g., doctors, nurses, and administrative staff) and randomly selected a proportional number of participants from each stratum.

(3) Data Collection Process: We utilized online surveys. The surveys were distributed electronically to ensure ease of access and participation.

(4) Number of Replies: We received a total of 102 survey responses. The sample size was determined based on statistical calculations to ensure adequate representation of the population and to achieve a reliable level of significance.

(5) Significance of the Sample: The sample size was determined using the appropriate statistical methods to ensure that the findings are statistically significant and generalizable to the larger population of employees in private healthcare organizations.

(6) Use of Questions: The survey questionnaire included a mix of closed-ended and open-ended questions. Closed-ended questions were used to gather quantitative data on factors influencing job satisfaction, while open-ended questions allowed participants to provide detailed responses and insights.

3.1.2. Limitation of the Study

Three possible limitations of a research conducted only online are as follows [44,48,49]:

1. Limited Sample Representativeness: Online research may suffer from a bias towards certain demographics, such as individuals with internet access or those comfortable using online platforms. This can lead to a sample that does not adequately represent the broader population, potentially skewing results and limiting the generalizability of findings.

2. Response Bias: Participants in online research studies may not provide accurate or truthful responses, leading to response bias. Factors such as social desirability bias, where participants may respond in a way they perceive as socially acceptable rather than truthfully, can distort the data collected, impacting the validity of the study's conclusions.

3. Technical Issues and Accessibility Barriers: Online research relies on participants having access to the necessary technology and internet connectivity. Technical issues, such as website glitches or compatibility problems with different devices, can impede participation and affect data collection. Additionally, individuals without reliable internet access or those less familiar with online platforms may be excluded from participating, potentially introducing biases and limiting the diversity of the sample.

3.2. Questionnaire Structure

To pursue the research objectives, a primary quantitative survey was designed at the visitor level using a structured questionnaire. Particularly, a self-administered questionnaire was selected as the data collection tool to evaluate the job satisfaction levels of healthcare workers. The study utilized the Job Satisfaction Survey (JSS) scale developed by Spector in 1997 [50] as its foundation. In total, 28 statements were utilized with a scale ranging from 1 = Strongly Disagree to 6 = Strongly Agree. These statements assessed the employees' satisfaction within the healthcare sector across the following eight factors: salary, promotion opportunities and encouragement for better performance, relationship with superiors, questions about extraordinary rewards related to the recognition of effort, working conditions, relationship with colleagues, nature of work, and communication in the workplace. For each dimension of job satisfaction, a variable is computed (eight variables in total) as the meaning of participants' responses to the questions comprising each dimension. A higher value for each variable indicates a higher level of job satisfaction.

3.3. Statistical Analysis

The statistical analysis of the data was carried out using the SPSS software version 25. To evaluate the reliability of the questionnaire dimensions, we employed the statistical measure known as "Cronbach's alpha". Moreover, for assessing the scale that gauges internal marketing, we conducted exploratory factor analysis. This method was chosen as the scale is not weighted and was developed by the researcher.

In this context, internal marketing refers to strategies and efforts aimed at promoting a positive organizational culture, values, and goals among employees. It involves treating employees as internal customers and ensuring their satisfaction and engagement. In the context of healthcare organizations, internal marketing could involve initiatives such as training and development programs, clear communication of organizational objectives, recognition of employee contributions, and creating a supportive work environment.

To delve deeper into understanding the perception of employees regarding the implementation of internal marketing strategies in healthcare organizations, we utilized statistical indices such as mean (M) and standard deviation (SD). These indices help us gauge the average perception of employees and the variability in their responses.

In addition to evaluating internal marketing, we also analyzed demographic differences among employees in healthcare organizations using statistical tests like t-tests for independent samples and one-way ANOVA variance analysis. These tests help us understand how demographic factors may influence the employees' perceptions and experiences within the organization.

ANOVA (Analysis of Variance) serves as a critical analytical tool in marketing, offering insights that shape strategic decisions and drive business success. By enabling marketers to compare means across multiple groups simultaneously, ANOVA facilitates the evaluation of various marketing strategies, product iterations, and advertising campaigns [51].

Finally, we explored the relationship between internal marketing strategies and employees' satisfaction levels in healthcare organizations. This was conducted using statistical techniques such as the Pearson's correlation coefficient and linear regression analysis. These analyses help us understand whether there is a meaningful connection between the implementation of internal marketing strategies and employees' overall satisfaction levels. We conducted these analyses with a significance level of $\alpha = 0.05$, ensuring that our findings are statistically reliable.
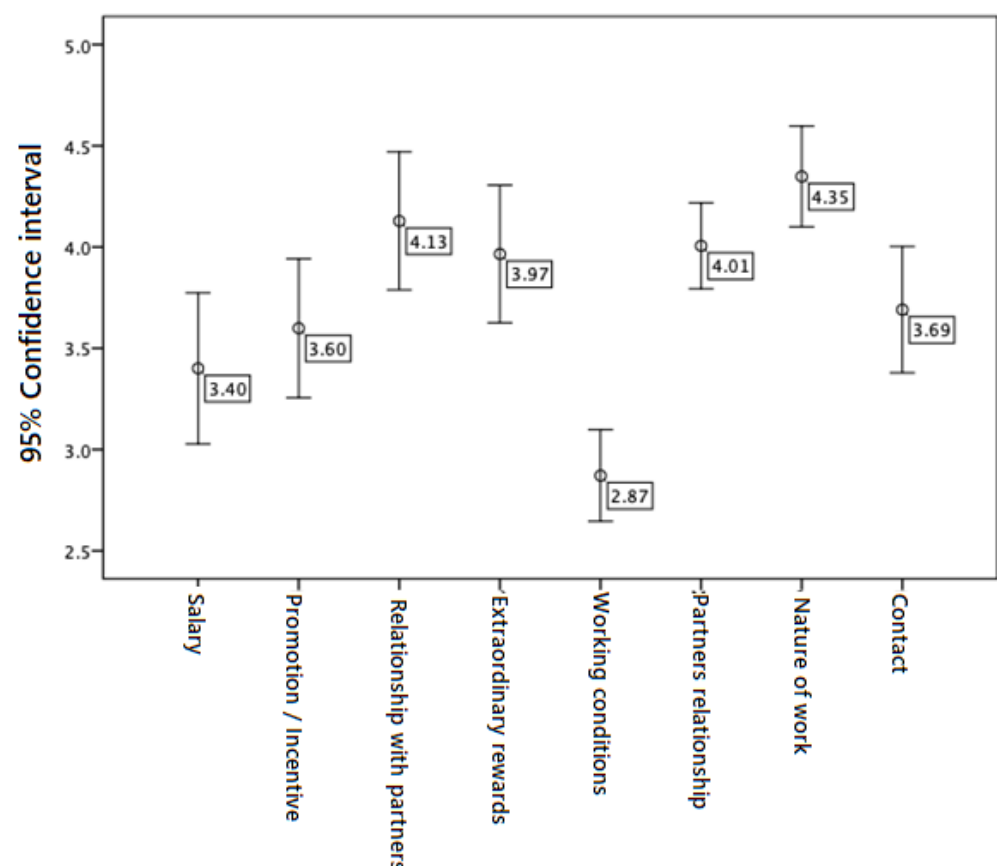
4. Results

4.1. Reliability Analysis

Reliability assessment of the four scales measuring the various aspects of satisfaction within the workplace indicates high internal consistency. Each scale, evaluating satisfaction from salary, promotion opportunities and motivation for better performance, relationship with superiors/supervisors, and extraordinary rewards associated with recognition of effort, demonstrates a Cronbach's alpha coefficient exceeding 0.90 (see Table 1). This suggests a strong degree of reliability, indicating that the items within each scale consistently measure the intended constructs. The high Cronbach's alpha values imply that the items in each scale are highly correlated with each other, reflecting a high level of internal consistency and suggesting that the scales are dependable measures for assessing satisfaction in the respective domains within the organizational context. This reliability assessment provides confidence in the validity of utilizing these scales to effectively gauge employee satisfaction, offering valuable insights for organizational management and human resources practices.

Table 1. Reliability analysis.

	Cronbach a
Satisfaction from salary	0.981
Satisfaction from promotion opportunities and motivation for better performance	0.936
Satisfaction from the relationship with superiors/supervisor	0.939
Satisfaction from extraordinary rewards associated with recognition of effort.	0.943

4.2. Descriptive and Inferential Analysis

Figure 2 provides an overview of the aggregated satisfaction levels among healthcare sector workers across different aspects of their work. The data illustrate that overall, healthcare workers express high satisfaction with the intrinsic nature of their work, as well as with their relationships with superiors and colleagues. Additionally, there is a positive sentiment towards extraordinary rewards linked to the recognition of effort. However, satisfaction levels are more moderate concerning opportunities for development, motivation to enhance performance, workplace communication, and salary. Notably, healthcare workers report dissatisfaction with their working conditions. These findings offer valuable insights into areas where organizations can focus their efforts to further improve employee satisfaction and address specific concerns, ultimately fostering a more positive and conducive work environment within the healthcare sector.

Figure 2. Mean values and 95% confidence intervals for the dimensions of job satisfaction.

4.3. Job Satisfaction Differences Based on Demographics

The findings presented in Table 2 indicate the results of an analysis utilizing the t-test criteria to examine the differentiation of job satisfaction among healthcare workers based on gender. Remarkably, the results suggest that there is no statistically significant difference in the levels of job satisfaction between male and female healthcare workers, as indicated

by a *p*-value greater than 0.05. This implies that gender does not appear to influence job satisfaction among the sampled healthcare workers. Such results challenge traditional assumptions or stereotypes regarding gender disparities in workplace satisfaction within the healthcare sector. However, it is important to note that while the statistical analysis does not reveal a significant difference, other factors not accounted for in this study may still influence job satisfaction among healthcare workers. Nevertheless, these findings provide valuable insights into gender dynamics within the healthcare workforce and underscore the importance of fostering equitable and inclusive environments to promote job satisfaction among all employees, regardless of gender.

Table 2. Criterion *t*-test results for the differentiation of job satisfaction by the gender of healthcare workers.

	Male		Female		t	p
	M	SD	M	SD		
Salary	3.32	1.83	3.55	1.90	−0.321	0.749
Promotion prospects and incentives for enhanced performance.	3.45	1.73	3.77	1.74	−0.855	0.394
Relationship with superiors.	4.22	1.62	4.18	1.81	0.093	0.926
Working conditions.	2.79	1.11	3.04	1.22	−0.888	0.377
Relationship with colleagues.	3.90	1.06	4.07	1.13	−0.453	0.651
Nature of work.	4.40	1.20	4.31	1.37	0.123	0.903
Communication	3.61	1.51	3.80	1.68	−0.546	0.587

Table 3 presents the analytical outcomes derived from an analysis utilizing the ANOVA criterion to explore the differentiation of job satisfaction across different age groups among healthcare workers. The results reveal statistically significant variances in job satisfaction levels among healthcare workers based on their age cohorts. Specifically, the analysis indicates notable differences in satisfaction regarding the salary received (F = 5.540, *p* = 0.005), perception of fair compensation for their work (F = 5.851, *p* = 0.004), and overall satisfaction with salary earnings (F = 5.807, *p* = 0.004). Notably, workers under the age of 35 expressed lower satisfaction levels with their salary compared to their counterparts aged 36 to 49 and those over 50 years old. These findings underscore the importance of considering age-related factors in understanding and addressing job satisfaction within the healthcare workforce. Such insights can inform targeted strategies aimed at improving overall job satisfaction and retention rates, particularly among younger healthcare professionals who may perceive salary-related issues as significant concerns in their workplace experiences.

Table 3. Results of ANOVA criterion for the differentiation of job satisfaction by the age group of healthcare workers.

	<35		36–49		>50		F	p
	M	SD	M	SD	M	SD		
Salary	2.81	1.80	4.10	1.83	3.73	1.84	5.807	0.004
Promotion prospects and incentives for enhanced performance.	3.24	1.73	4.12	1.76	3.53	1.61	3.627	0.03
Relationship with superiors.	4.05	1.78	4.43	1.78	3.95	1.74	0.826	0.441
Working conditions.	2.86	1.32	3.04	1.01	2.91	1.16	0.268	0.765
Relationship with colleagues.	3.97	1.16	4.20	1.02	3.65	.810	1.649	0.198
Nature of work.	4.11	1.31	4.61	1.22	4.46	1.12	1.691	0.19
Communication	3.55	1.70	3.93	1.43	3.99	1.41	0.523	0.594

Furthermore, notable distinctions emerge concerning the employees' age groups regarding their perceptions of participation in departmental decisions and the level of motivation they receive from the agency's management. Statistical analysis reveals significant differences in these aspects (F = 4.732, *p* = 0.011 and F = 3.788, *p* = 0.026, respectively),

alongside overall satisfaction with promotion opportunities and motivation for better performance (F = 3.627, *p* = 0.003). Employees under 35 express lower satisfaction with promotion opportunities compared to their older counterparts, indicating potential areas for improvement in fostering motivation and advancement prospects for younger staff. Notably, this age group perceives limited involvement in departmental decisions and lower individual motivation from management. Additionally, there is a significant age-related difference in the extent of independent action and initiative exercised in their work (F = 3.128, *p* = 0.048), with younger employees demonstrating less autonomy compared to older colleagues. These findings underscore the importance of tailoring organizational strategies to address age-specific concerns, thereby enhancing overall job satisfaction and engagement across different age demographics within the workforce.

5. Discussion

In the discussion of this article, it becomes apparent that employee satisfaction hinges on their perceptions and evaluations of the workplace environment, underscoring the organizational capacity to provide an environment conducive to skill use, alignment with social values, and fairness in organizational policies [52]. Additionally, the organizational culture plays a crucial role in shaping these perceptions, fostering a sense of belonging and purpose that further influences employee satisfaction [53]. The role of internal marketing emerges as pivotal in molding employee attitudes, engagement, and satisfaction, as well as in cultivating a positive organizational culture that aligns with the employees' values and expectations [54–56].

The investigation presented here delineates varying degrees of job satisfaction among staff within healthcare agencies and organizations. It identifies a spectrum of satisfaction levels, ranging from moderate to low in terms of salary, moderate satisfaction regarding developmental and performance enhancement opportunities, and high satisfaction related to the nature of the work itself. Additionally, employees report positive relations with superiors and peers, yet exhibit dissatisfaction with their working conditions and the acknowledgment of their efforts. These observations are in line with previous research, which suggests that factors such as insufficient compensation, poor working conditions, limited opportunities for professional development, lack of effective communication, and the overarching organizational culture negatively affect job satisfaction among healthcare workers [57–61]. Moreover, the data support the idea that the intrinsic nature of their work, interpersonal relationships at the workplace, and a supportive organizational culture are significant sources of satisfaction for healthcare professionals [62–64].

This research highlights that while employees in the healthcare sector value the essence of their work and their relationships at the workplace, their satisfaction with working conditions, development opportunities, performance incentives, communication, remuneration, and organizational culture is lacking. It also suggests that the implementation of internal marketing strategies within healthcare institutions and organizations is moderate at best. Significantly, the application of internal marketing strategies in these settings, when effectively aligned with a supportive organizational culture, has been found to positively affect employee job satisfaction levels. Other studies [65,66] have also mentioned that exploring methods to minimize bureaucracy and simplify the implementation of strategies for enhancing job satisfaction can be effectively achieved through an internal process management approach, underscored by a strong organizational culture. When considering the implications of GLSS in light of these findings, it is evident that incorporating such methodologies could significantly boost operational efficiency, environmental sustainability, and employee satisfaction.

Indeed, striking a balance among economic, social, and ecological objectives presents a significant challenge. The pursuit of sustainability demands dedication from all stakeholders, alongside the adoption of innovative approaches to working, thinking, and learning. By prioritizing waste reduction, process enhancement, and sustainable practices, GLSS could potentially remedy some of the identified areas of dissatisfaction, such as working

conditions, opportunities for development, and motivation for performance improvement. Thus, integrating GLSS could lead to a more fulfilling and engaging workplace for employees in the healthcare sector [7,67–70]. Moreover, GLSS can serve as an accelerator for internal marketing by embedding sustainable practices into the core operational processes. It could educate and empower employees to be part of the environmental solution, thereby enriching their job experience and aligning their personal values with corporate objectives. This strategic integration could result in a workforce that is not only more efficient and environmentally conscious but also more motivated and committed, driving forward the company's sustainability agenda and competitive edge [71,72].

In any case, enhancement should be viewed as an ongoing process, rather than a singular occurrence. The above-mentioned approach necessitates thoughtful planning, organization, and continuous monitoring to confirm the identification of changes and the realization of additional value [23,73,74].

6. Conclusions and Implications

6.1. General Conclusions

Within the healthcare sector, job satisfaction plays a crucial role, transcending mere contentment among staff to significantly impact overall well-being, foster positive mindsets, and shape attitudes towards work. As shown by the research, fostering equitable and inclusive environments is of great importance in promoting job satisfaction among all employees. Moreover, the pursuit of sustainable healthcare quality through employee job satisfaction represents a multifaceted strategy, intricately weaving the principles of sustainable practices into the fabric of a supportive organizational culture. This endeavor aims to achieve a harmonious equilibrium between operational efficiency, environmental stewardship, and workforce fulfillment. By incorporating the GLSS methodology within an organizational ethos that champions continuous improvement and employee involvement, healthcare organizations can streamline processes, minimize waste (both operational and environmental), and enhance service delivery, thereby fostering a more sustainable healthcare ecosystem. The added value of such an approach lies in its direct impact on employee job satisfaction, fostering a work environment that not only values efficiency and sustainability but also prioritizes quality care through a culture that recognizes and rewards employee contributions.

Highlighting the added benefit of this research, incorporating GLSS within a positive organizational culture not only enhances operational efficiency but also transforms employees into active contributors to problem-solving and process-improvement initiatives. This dynamic fosters a heightened sense of ownership and satisfaction with their work among employees. Furthermore, by emphasizing waste reduction and resource optimization, this approach supports environmental sustainability while simultaneously fostering a more organized, efficient, and less stressful workplace, thereby further enhancing employee satisfaction.

Implementing these practices within a strong organizational culture initiates a virtuous cycle wherein improved job satisfaction translates into higher quality patient care and more sustainable healthcare practices. This cycle underscores the organization's dedication to its employees, the environment, and a culture of continuous improvement. By establishing these connections and nurturing a supportive organizational culture, healthcare organizations can fully leverage the potential of GLSS to achieve sustainable improvements in healthcare quality through enhanced employee job satisfaction. This underscores the critical role of organizational culture in successfully integrating innovative approaches for sustainable healthcare excellence.

6.2. Theoretical and Practical Implications of the Findings

6.2.1. Theoretical Implications

The integration of sustainable approaches such as GLSS within healthcare organizations, as a strategy to enhance job satisfaction and healthcare quality, offers a nuanced

contribution to organizational and environmental psychology theories. It illustrates the complex interplay between organizational culture, environmental sustainability, and employee well-being, suggesting a broader conceptualization of job satisfaction that includes the impact of sustainable practices and continuous improvement on employee engagement and contentment. This approach challenges traditional models by highlighting the significance of systemic and cultural factors, as well as age-related considerations (as derived from the present research), in shaping job satisfaction beyond individual job characteristics. Consequently, it invites further theoretical exploration into the mechanisms linking sustainability initiatives to employee psychological outcomes.

6.2.2. Practical Implications

For healthcare leaders and managers, the findings highlight the practical necessity of cultivating an organizational culture that aligns with GLSS principles to concurrently drive operational efficiency, environmental sustainability, and employee satisfaction. This requires a comprehensive approach that not only implements lean and green practices but also actively involves employees in these initiatives, fostering a supportive work environment that acknowledges and rewards their contributions. In practice, this entails the development of targeted engagement and training programs, establishment of clear communication channels, and implementation of continuous feedback mechanisms. These efforts ensure that the integration of GLSS principles into the organizational culture translates into tangible improvements in job satisfaction and healthcare quality. Furthermore, the research underscores the importance of tailoring organizational strategies to address specific concerns, thereby enhancing overall job satisfaction and engagement across different age demographics within the workforce.

6.3. Suggestions for Future Research

In future research examining the influence of organizational culture on employee satisfaction, particularly within the domain of sustainable healthcare practices, there is a paramount need for a broader exploration of how diverse cultural and age-related factors impact workforce dynamics. Delving into the various dimensions of organizational culture, such as innovation, teamwork, and communication, and their contributions to the integration of sustainable healthcare practices and their perceived value among employees, holds immense potential for providing comprehensive insights into satisfaction mechanisms driven by culture.

Moreover, conducting additional qualitative studies focused on employee perceptions and experiences can illuminate the nuanced ways in which culture nurtures a supportive environment for sustainability and continuous improvement. Furthermore, cross-cultural comparative research would be invaluable in discerning the extent to which these findings are universal or culture-specific, thus offering a clearer understanding of the global applicability of culture-oriented interventions in healthcare. In addition, it is important to investigate the underlying reasons for the moderate satisfaction levels regarding opportunities for development, motivation to improve performance, workplace communication, and salary.

Highlighting the pivotal role of leadership in shaping and maintaining a culture that prioritizes both employee well-being and environmental responsibility could also unveil crucial strategies for catalyzing organizational change towards more sustainable and gratifying healthcare practices.

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