

## ON THE PROBLEMS OF JOB SATISFACTION OF THE HEALTH CARE WORKERS

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**Abstract.** Modern medical facilities are trying to provide high-quality services that meet the expectations of patients and sometimes even outweigh them. It is also important that health care workers are satisfied with their work because of patient satisfaction. The article is devoted to investigating these issues.

**Keywords:** health care workers, patient satisfaction, job satisfaction.

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### TİBB İŞÇİSİNİN İŞ YERLƏRİNDƏ MƏMNUNLUQ PROBLEMLƏRİ

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**Xülasə.** Müasir tibb müəssisələri xəstələrin gözləntilərini qarşılayan və hətta bəzən onları üstələyən yüksək səviyyəli xidmətlər təklif etməyə, bunula da müştəri məmnuniyyətinə nail olmağa çalışırlar. Bu zaman səhiyyə işçilərinin xəstə məmnuniyyəti səbəbindən işlərindən məmnun olması da olduqca vacibdir. Məqalə bu məsələlərin araşdırılmasına həsr edilmişdir.

**Açar sözlər:** səhiyyə işçiləri, xəstə məmnuniyyəti, iş məmnuniyyəti.

### ПРОБЛЕМЫ УДОВЛЕТВОРЕННОСТИ МЕДИЦИНСКИХ СОТРУДНИКОВ В РАБОТЕ

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**Резюме.** Современные медицинские учреждения стараются предоставлять качественные услуги, которые соответствуют ожиданиям пациентов, а иногда даже перевешивают их. Также важно, чтобы медицинские работники были довольны своей работой благодаря удовлетворенности пациентов. Статья посвящена исследованию этих вопросов.

**Ключевые слова:** медицинские работники, удовлетворенность пациентов, удовлетворенность работой.

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### 1. Introduction

Nowadays, in parallel with the customer focused approach that has gained importance in all sectors related to services, patient satisfaction has come to the forefront in health services. Therefore, patient satisfaction has started to play an increasingly important role in the provision of health services and the quality of health care services. Measurement of health quality, especially among health service providers and recipients; efforts to increase patient satisfaction have become more and more widespread. There are many studies in the literature examining patient satisfaction and determinants. In addition to the individual characteristics of the patients, it was found that service processes and outcomes had an impact on how patients perceived the quality of health care they received. In health services; There is increasing interest in patient satisfaction in treatment services. Many studies have focused on satisfaction aspects such as the physician's technical competence, waiting times, the

characteristics of specific medical encounters to be used as components of continuous quality improvement or quality assurance programs in hospitals or other care facilities [24].

In recent years, it has been seen that many health systems have focused on patient needs and satisfaction in order to provide patient-centered clinical settings. However, it cannot be said that the relationship between patient satisfaction and healthcare use, expenditures and outcomes is completely defined. In this context, patient satisfaction is examined extensively and various research methods are tried to be developed to measure this.

In this study, the importance of job satisfaction of health care workers in terms of patient satisfaction was tried to be examined.

## **2. Patient Satisfaction**

### ***1.1. Satisfaction and Patient Satisfaction***

The concept of satisfaction is a complex and multidimensional concept that is still not fully defined; it is part of a complex model that needs time to complete [23]. However, many definitions of satisfaction and patient satisfaction have been made in the scientific literature. Satisfaction depends on the customer's thoughts and comments on the performance of the product (product or service) [1]. Opinion and thoughts customer satisfaction. In addition, the factors that are effective in receiving the service for the customer and the possibility of continuous access to the service are also important.

Patient satisfaction is a concept that includes the benefits that the patient expects from all kinds of health services, the troubles and burdens that the patient gets rid of with the purchase of health services, the performance he hopes from the health service and the conformity of the service provision with sociocultural values. The patient's satisfaction with the health services he receives is an important factor that makes it possible for him to comply with the treatment proposed and to stay in constant and regular communication with his physician [7]. Patient satisfaction; access and speed to health services, medical care, nursing and laboratory services, health care personnel, patient care, health technology, hotel services, adequacy and presentation of food, environment and goods cleaning, bureaucratic procedures, management style and understanding, cost and quality to service items. While measuring and uncovering patient satisfaction gives an idea about the quality of the service provided to the patient, it also gives clues about how the quality and quantity of health service should be in the future [31].

Patient satisfaction surveys are widely conducted with the intention of understanding different patient behaviors. Numerous different approaches used to measure satisfaction can be defined as: reception-response, performance only, technical-functional division, satisfaction with service quality [11]. Patient satisfaction, which also affects clinical outcomes, economic performance and quality of life, has started to be seen as a part of service quality [13]. Patient satisfaction is a multifaceted concept and a very difficult outcome to define. Satisfaction is largely shaped by the patient's expectations of health care and attitude.

Other psychosocial factors, including pain and depression, are known to affect patient satisfaction outcomes. Wolosin (2005) considers patient satisfaction as an indicator of service quality and includes it in the definition of patient's personal experiences as key elements that show satisfaction or dissatisfaction. Generally, patient satisfaction is defined as the patient's opinions about the services received and the results of treatment [20]. In addition, patient satisfaction is an instrumental part of hospital / clinical management strategies used to measure the gap between expected service and experienced service for the patient. Competitiveness among health institutions depends on patient satisfaction created by responding to patient opinions and needs [38].

There is an increasing need to improve the quality of health care provision. A study by Brent et al. (2011) shows that Medicare and Medicaid Service Centers (CMS) are trying to better define and measure the quality of health care in hospitals and insurance providers. An important component of health service quality is patient satisfaction. Patient satisfaction is a critical indicator of how well patients should be (recovered). Research shows that there is a clear link between patient outcomes and service quality. Patient satisfaction is seen as an increasingly important element of the health sector for: (a) comparing health care programs and systems; (b) assessing the quality of service; (c) identify which aspects of services should be changed to improve patient satisfaction; (d) supporting health institutions to identify their clients [14]. All of these features help decision-makers, health managers and physicians identify the causes of patient frustration and design potential interventions to increase health system satisfaction.

### ***1.2. Importance of Patient Satisfaction***

Patient satisfaction is not a clearly defined concept, but it is an important quality outcome indicator to measure the success of the service delivery system. Health managers should focus on a high or excellent rating of patient satisfaction in order to improve the quality of service delivery in the increasingly competitive market of the health sector. Therefore, health managers should characterize the factors affecting patient satisfaction. These factors are used as a tool to assess the quality of delivery of health services. The literature reviewed suggests that patient satisfaction has an impact on improving care quality. While patient care assessments provide an opportunity to improve, it is a realistic tool to increase strategic decision-making, reduce costs, meet patients' expectations, formulate effective strategies for effective management, monitor health performance of health plans and provide benchmarking among health institutions. According to research, there is a strong correlation / correlation between quality of care and good patient outcomes. Therefore, patient satisfaction is important. Because patient satisfaction is an important part of quality service. Determination of satisfaction levels of patients is important in terms of increasing the quality of service and providing more qualified services in line with the expectations of patient.

Patient satisfaction in health care institutions reveals how much the patient's expectations are met with the service provided, how much the patient gains against the service and what happens in the mind of the patient at the end of the service. Measurement of patient satisfaction in health institutions is important in terms of evaluating, controlling and structuring the services provided.

In recent years, many hospitals have started to function as a service industry. The hospital industry has started to employ HR (Human Resources) experts and management graduates. All actors in the health sector acknowledge that higher patient satisfaction benefits the health industry in many ways [27]:

- Patient satisfaction leads to customer (patient) loyalty.
- Improves patient retention. According to the Technical Assistant Research Programs (TARPs), in case of a customer's satisfaction, the information reaches others.
- They are less vulnerable to price competition in the health sector. There is sufficient evidence to prove that organizations with high customer loyalty can demand a higher price without losing their profits or market share.
- Consistent profitability (loss of a patient due to dissatisfaction in the United States can result in more than \$ 200,000 in revenue loss over the life of the treatment).
- Increasing personnel morale leads to an increase in personnel productivity. • Reducing the risk of medical malpractice. Negative correlation was determined between patient satisfaction rates and medical malpractice risk.
- Accreditation issues are currently universally recognized by the International Organization for Standards (ISO), the National Accreditation Board of Hospitals (NABH), the Joint Commission on Accreditation of Health Institutions (JCAHO), and so on. It is recognized that various accreditation institutions focus on quality service issues.
- Increased personal and professional satisfaction and improvement of patients with health care certainly make employees happier.

### ***1.3. Factors Affecting Patient Satisfaction***

Health managers should be able to determine the factors that affect patient satisfaction in order to meet and satisfy patients' wishes and expectations, ie what needs to be done to increase patient satisfaction. These factors are expressed and discussed below [16]:

#### ***1.3.1. Personnel Patient Interaction***

Group service is required for hospital services. It is the responsibility of all hospital staff to provide qualified services. There are many healthcare professionals serving in various departments of the hospital. Employees providing patient acceptance, consultation, laboratory, cafeteria and cleaning services should communicate with patients correctly. A possible lack of employees in any department of service provision will affect patients'

satisfaction and negatively affect the appearance of this institution. The health personnel who contact each patient at every level of service delivery affect the patient's view of the hospital and satisfaction with the services [22].

#### *1.3.2. Physician Behavior*

The ability of physicians to establish connections between customers is the most significant factor affecting patient satisfaction. When determining the quality of the services provided by the physicians, patients take into consideration the attitudes of the physician, such as being emotional, listening, allocating sufficient time, being polite and respecting. Physician attitude is not only patient satisfaction; It also increases the efficiency of the service provided. If a positive relationship is established between the patient and the physician, the patients respond to the doctors' recommendations completely and continue their treatment without interruption.

#### *1.3.3. Nurse Patient Interaction*

The main duty of the nurse in the provision of health services is to assist the healthy or ill person. This assistance includes activities aiming at maintaining the life of the healthy individual and attaining the knowledge, desire and strength that are indispensable for the patient to regain his health [34].

#### *1.3.4. Information*

Informing the patients and their relatives by doctors enables them to understand the disease state more comprehensively. The patients wonder about their health, what they have gone through, how long they will stay in this way and what kind of treatment will go through. Various studies have also found that informing patients about their health status affects patient satisfaction.

#### *1.3.5. Nutrition Services*

In the research conducted to determine the factors affecting the satisfaction of patients, it was found that the patients gave much importance to the nutritional services in their explanations and evaluations about hospital services. Patients are not only influenced by the quality of the food, but also by the people presenting the food, the way it is presented and the appearance. When the food provided to the patient is good, even if it is a diet meal, the patients evaluate the services as high quality.

#### *1.3.6. Physical and Environmental Conditions*

The physical conditions of the hospital and patient rooms emerge as one of the dimensions of satisfaction that individuals place great emphasis on. A neglected hospital is an

inadequate room condition, an absolute cause of complaints and dissatisfaction; reduces the chance of re-hospitalization. The physical environment of the hospital is an important source in terms of being an important clue that individuals seek before purchasing services [10].

#### *1.3.7. Bureaucracy*

One of the important dimensions affecting patient satisfaction is the loss of time due to bureaucratic obstacles in the hospital and long waiting periods during the procedure. For many hospitals, hospitalization and discharge services of patients can become a problem due to the long waiting of patients and their relatives. It is easily observed that patients are unhappy and unsatisfied because of the loss of time [10].

#### *1.3.8. Confidence*

The fact that the patient's adaptation to a foreign environment is as short as possible, is associated with the patient feeling safe. Research has indicated that the trust in the hospital's medical care, treatment process, health care team and service environment is satisfied. The patient always wants to be sure of the diagnosis and treatment. In most cases, due to the characteristics of medical care, patients cannot be in a decision-making position. Therefore, it is important that patients have confidence in hospitals, health personnel and given medical care [10].

#### *1.3.9. Payments*

Patients who are health care recipients want to receive the service they pay. If the patient does not have health insurance, he / she will be stressed about not being able to pay the hospital expenses; Since it cannot reach the service easily, it will not be possible to evaluate the phenomenon of satisfaction. Patients should have the chance to choose health institutions for their satisfaction assessment [2].

### **3. Job Satisfaction**

People spend a significant part of their lives working, that is, at work. For this reason, workplaces and work environments affect individuals psychologically both economically and socially and culturally. In the globalizing world, the companies that realize that the most important resource is not the machines but the people have started to give more importance to the issues of job satisfaction and job satisfaction. Although there is no common definition for researchers or academics, it is subject to different interpretations, but researches on job satisfaction are increasingly continuing.

The concept of job satisfaction can be defined as 'being satisfied, reaching satisfaction and in terms of psychological, material and spiritual gains of the person. Many job satisfaction definitions have been made according to the results of the studies conducted to increase the productivity of the employees. Some of these definitions are as follows:

Job satisfaction; psychological and sociological reflection of individuals. Job satisfaction and happiness as a result of wages and teamwork is satisfaction.

It is the emotional reactions that an individual gains as a result of his work [25].

Job satisfaction, in other words, job satisfaction brings the pleasure of individuals to their work and the satisfaction they receive from the result. The productivity levels of individuals with high job satisfaction are high and the working levels of people with low job satisfaction are low [9]. This and many other definitions can be made. Because job satisfaction is an abstract concept, it changes from person to person and is not static, it becomes suitable for many definitions. On the other hand, job satisfaction / satisfaction is directly related to the degree of satisfaction and satisfaction with the job. This affects the job levels and productivity of individuals.

### ***2.1. Factors Affecting Job Satisfaction***

In general terms, there are many factors that affect job satisfaction, which we define as the satisfaction of business people from doing their jobs. Since these factors have a positive effect on job satisfaction, the level of work increases, so the yield increases. This is a situation that the institutions they are affiliated to expect and desire. However, the negative effects of these elements on satisfaction, failure to meet expectations, ie job dissatisfaction, may lead to the deterioration of the operation, order failure, slow down of the process, as well as a decrease in efficiency will be one of the negative results.

The satisfaction of the workers and the factors affecting them are generally in interaction with each other. Even if these elements are satisfactory and therefore have serious effects on yield, they alone do not have any determinative properties. These factors can be considered as individual factors that vary depending on the employee and organizational factors that are mostly affected by the institution [3].

#### ***2.1.1. Individual Factors***

**Age:** Age is one of the important factors affecting job satisfaction. Researches have shown that younger people are less likely to achieve job satisfaction at a younger age, as younger people cannot find jobs that meet their expectations. With the experience, it is observed that age increases and saturation increases with the comparison of expectations and current situation more clearly. However, increasing the expectations of people who gained more experience and established more authority on the job caused the job satisfaction to decrease, which reduced the satisfaction. Finally, in the periods that can be considered as the last stage of working life, which can be called as older ages, the expectations are obtained more clearly as the comparison of yield and return is made more objectively, and as a result of this, satisfaction increases and job satisfaction increases [37].

Employees who are younger are less likely to work than older employees. There are many studies on this phenomenon. It has been proved in many studies that the satisfaction levels of young employees are lower in terms of both unwillingness to work and lack of mastery and pleasure [15].

**Gender:** Job satisfaction is based on expectations rather than gender. The higher the expectations, the harder it is for the employee to reach saturation, and the lower the expectations, the higher the employee's level of voting.

Until recently, the number of female employees was quite low compared to the number of male workers. Nowadays, although this rate increases, many studies show that; women are seen as unskilled workers compared to men; therefore, it is difficult for them to reach saturation in terms of the shortage of job opportunities. In addition, women exhibit a business line based on the social environment, work environments, working conditions, attitudes and behaviors of colleagues play an important role in achieving satisfaction. In men, a career-oriented expectation is observed, and salary, status, promotion issues provide satisfaction. Given this difference, we can say that; The perception of the difference in the status of culture, society and status of men and women plays an important role in reaching the job satisfaction of the employee and varies from culture to culture.

If we take a look at the studies in this field;  
Since women are seen as unskilled workers and employed in unqualified jobs compared to men, job satisfaction levels are lower than men [28].

In a study conducted in Korea, female employees were found to have less expectations because of their inability to express their dissatisfaction and their more anxious work, and it was argued that all these elements had a positive effect on job satisfaction. As a result, job satisfaction of women is evaluated as easier and more than men [17].

**Marital Status:** Researches have shown that married employees generally experience more job satisfaction than single people. In general, married employees are more satisfied with their jobs. The reason for this may be that the expectations of married employees may be less than the expectations of single employees and they may reflect the happiness they feel at home as job satisfaction [35].

Although it cannot be proved that marital status has a very meaningful relationship with job satisfaction, being married or single, it can be observed that the level of job satisfaction of married employees is higher than single ones.

**Level of Education:** As mentioned in many studies, job satisfaction was observed in direct proportion with the level of expectation. As the level of education increases, expectations increase, institutions and conditions fail to meet this expectation and educated people fail to meet job satisfaction.

Education levels not only affect people in terms of work, expertise, status, but also in terms of lifestyles, perspectives and stances towards life. In this case, it determines the level of expectation of the employee in his / her job and accordingly affects the job satisfaction.



***Duration of Work - Seniority:*** According to the researches, job satisfaction levels of people who have been working in their jobs for longer years are higher than the satisfaction levels of people who change jobs frequently [4].

### *2.1.2. Organizational Factors*

***Working Conditions:*** Both physical and intellectual comfort in the working environment affect employee satisfaction. Negative effects; temperature, coldness, noise etc. negatively. In addition, mental effects other than physical effects, stress, constant intensity, feelings of pressure can affect job dissatisfaction [29].

***Job and Job Characteristics:*** The structure of the job is one of the important features that affect job satisfaction. Instead of repeating the same works and working in a monotonous order, the employer prefers to be creative, to be able to reveal himself and to play important roles in important works. Diversity of work, the course of work, the effect of the employee on the control of the work process has an effect on job satisfaction [18].

Giving feedback to the work process has a positive effect on the employee. The employee wants to know what he can do and how much he can do in his work and to be appreciated in return. It also wants to get feedback to improve its deficiencies, to complete the missing parts and not to fall into monotony. As a result, the process expects the return of the employee to improve himself / herself and affect his / her satisfaction positively.

***Wage and Promotion Opportunities:*** The employee wants to be rewarded in the following process depending on the time spent in the job, and does not want her job to turn into a routine. Over the years, he expects his powers and responsibilities to increase, and if this is the case, it negatively affects motivation. For this reason, promotion, promotion and rewarding are the sources of motivation for the employee and have an effect on increasing the level of job satisfaction [8].

The employee will compare himself / herself with other employees in terms of wages and progress in his career during certain periods. Justice in the wage distribution of justice will also positively affect the employee and contribute to job satisfaction. Likewise, the employee believes injustice in this distribution will reduce job satisfaction and therefore will have a negative impact on yield [5].

***Administration - Management:*** Employers decide the direction of communication between the people in the administration, ie supervisors and employees. If a formal relationship framework is drawn, the employees will continue to communicate in this manner, and if sincere communication is established, the employees will continue in this sincerity. What is important here is the consistency of the situation under the supervisor against the employees. Adoption of a balanced communication style will not lead to adaptation problem in the employee [18].

**Communication:** Internal communication is one of the important factors affecting job satisfaction. There are two dimensions of communication, one of which is the form of communication established through official means and continuing in writing, as a result of which feedback is provided to the employee. The other is informal communication through informal channels. If the communication established between the employee and his / her colleagues (regardless of his / her subordinate relationship) is healthy and efficient, he / she will increase satisfaction and contribute to satisfaction. Otherwise, a lack of communication will cause a decrease in job satisfaction. Many businesses are aware of the importance of internal communication and its impact on employee performance. Trainings and meetings are organized in order to ensure healthy internal communication. In this ‘common language iyileştirme development process, it is aimed to determine common symbols, common meanings between sender and receiver and contribute to communication [21].

**Status:** Society assigns different values and meaning to individuals with status. Makes its members more meaningful. This perception contributes to satisfaction as an external motivating factor in the employee [12]. Although the worker receives the pleasure of his work as a material output, he wants to be supported with different abstract concepts. Factors such as congratulations, appreciation and approval also contribute to job satisfaction. He wants to gain respect and reputation in the society in which he lives. This is psychological promotion in a way. It has a positive effect on job satisfaction.

#### **4. The importance of job satisfaction in health employees in terms of patient satisfaction**

Achieving success by meeting the demands and expectations of customers in the developing and changing world has been the biggest aim of the companies. To this end, it has become compulsory for businesses to achieve continuous change in a positive direction and has created a cutthroat competition environment among each other. The most important power source of the enterprises in terms of ensuring customer satisfaction is the capacity of its employees. While innovations in the field of technology or marketing can be immediately imitated by other enterprises, it will not be possible to imitate the workforce created by the employee profile in the sense of belonging. At this point, the job satisfaction of the employees becomes important for the satisfaction of the customers. This also applies to healthcare workers and patients who are clients of the health sector.

It would be appropriate to include some studies examining the relationship between employee satisfaction and customer satisfaction.

Taşlıyan (2007), İlişki The Relationship Between Job Satisfaction of Employees in Tourism and Travel Sector and Customer Satisfaction: A Field Study in Kahramanmaraş em examined the relationship between survey method. In his research, he used “Job Satisfaction Survey” and “Customer Satisfaction Survey”. Fifty people working in the tourism sector in Kahramanmaraş were recruited as captain chauffeur, assistant driver, host, assistant, box

office officers, escrow and transportation services. As a result of the research, it was found that job satisfaction of the employees contributed positively to customer satisfaction.

In another study, the relationship between satisfaction of students who are customers of educational institutions and job satisfaction levels of teachers was examined. Özmen (2006) conducted the research with the teachers and students of a private classroom operating in Istanbul. 120 teachers and 2100 students participated in the study. As a result of the research, it was found that the satisfaction of the students increased with the increase in job satisfaction levels of the teachers.

**Result.** In today's highly competitive environment, businesses manage their activities based on the dimension of providing high-value products to customers and delivering quality products produced at minimum cost, but their ability to achieve this will result in high-performance, effective, efficient and It is possible with the presence. Establishing a team of these types of employees requires a high level of "job satisfaction.. Job satisfaction is the comprehensive, positive feelings that people feel about their jobs and the consequences of these feelings on people.

Patient satisfaction has proven to be an important measure of health care quality. Patient satisfaction is a very important and widely used indicator for measuring standards in health care. At the same time, health institutions have to ensure patient satisfaction in order to maintain patient loyalty in an increasingly competitive environment.

The need to continuously improve quality and safety in patient care has become indisputable. Measuring patient experience is important because it provides an opportunity to improve care, improve strategic decision-making, meet patients' expectations, effectively manage and monitor health care performance, and establish benchmarks for healthcare organizations. Studies in this area are likely to be limited in some respects.

Health workers, who are satisfied with their jobs, do their jobs with pleasure, willingly, strictly connected to their jobs. This situation is also reflected positively on patients who are clients of their health institutions. They approach patients more compassionate, understanding, kindness, interest and patience. Patients who encounter such behaviors will ensure that they are satisfied with the health services, health care workers and health institution provided and thus increase their satisfaction. It is possible to say that human relations are very important especially in the service sector. In contrast to the production enterprises, the employees in the service enterprises are in direct contact with the customers. For this reason, satisfaction of healthcare workers with their jobs will directly affect customer satisfaction.

In this study, the place and importance of job satisfaction among healthcare workers in terms of patient satisfaction is mentioned. As a result of the study, it can be said that keeping the job satisfaction of healthcare workers keeps their morale level high, their loyalty to their jobs increases and therefore they have better communication with patients. According to this,

it can be said that the satisfaction of the health workers leads to an increase in the satisfaction levels of the patients.

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