VILNIUS TECH
Vilnius Gediminas Technical University

15th International Scientific Conference "Business and Management 2025"
May 15–16, 2025, Vilnius, Lithuania

NEW TRENDS IN CONTEMPORARY ECONOMICS, BUSINESS AND MANAGEMENT

ISSN 2029-4441 / eISSN 2029-929X
eISBN 978-609-476-423-3
Article Number: bm.2025.1435
https://doi.org/10.3846/bm.2025.1435

V. NEW PERSPECTIVES ON MANAGEMENT AND RESILIENCE OF BUSINESS ORGANISATIONS https://vilniustech.lt/bm

WAYS TO IMPROVE JOB SATISFACTION AMONG MEDICAL PERSONNEL IN THE HEALTHCARE SYSTEM: THE CASE OF GEORGIA

Nino PARESASHVILI[1*], Nanuli OKRUASHVILI[2], Mzia TIKISHVILI[3], Ketevan CHITALADZE[4], Teona EDZGVERADZE[5]

[1]*Department of Management in the Global Environment, Ivane Javakhishvili Tbilisi State University, 2 University str., Tbilisi, Georgia*
[2]*Department of Marketing, Ivane Javakhishvili Tbilisi State University, 2 Univetsity str., Tbilisi, Georgia*
[3] *Department of Information Technologies in Economic and Business, Ivane Javakhishvili Tbilisi State University, 2 Univetsity str., Tbilisi, Georgia*
[4]*Department of Economic and social statistics, Ivane Javakhishvili Tbilisi State University, 2 Univetsity str., Tbilisi, Georgia*
[5]*Department of Economics and Management, Humboldt University of Berlin (MSc), Unter den Linden 6, Berlin, Germany*

Received 18 February 2025; revised 10 April 2025; accepted 15 April 2025

Abstract. The sustainable development of any modern country is ensured by a healthy society. The healthcare sector is one of the most important components of a country's social policy, as public health directly affects the labor potential and well-being of its citizens.
Goals and objectives. Modern medicine, along with continuous development, creates significant opportunities for the prevention and eventual cure of various diseases. In this process, the education, responsibility and job satisfaction of medical personnel play a vital and relevant role. Our scientific research focuses on identifying the main factors that determine the job satisfaction of medical personnel, studying its current state and developing strategies for its improvement.
Research results. Our research has shown that the job satisfaction of medical personnel is directly proportional to the degree of satisfaction with the medical services received by the patient. Satisfaction from patient care is most influenced by work experience (Chi-square = 17.032, P = 0.002). Besides, 53.1% of the interviewed medical staff are satisfied with the training and development programs offered by the organization, 47% positively evaluate collaboration among colleagues, and 41.5% are satisfied with the organization's support in international activities.
Conclusion. The findings and recommendations will help managers of healthcare organizations develop appropriate strategies to improve job satisfaction and overall organizational effectiveness.

Keywords: job satisfaction, productivity, service quality, motivation, organizational efficiency.

JEL Classification: J24, J28.

1. Introduction

One of the most crucial aspects of modern social policy is enhancing the labor potential of the population – an objective that is inseparable from the implementation of an effective healthcare policy. A nation's strength relies on a healthy society, which can only be achieved through access to a healthcare system that adheres to international standards and ensures high-quality medical services.

However, healthcare organizations face significant challenges in a highly competitive environment. These challenges include the continuous adoption of innovative technologies, improving the quality of medical services, and attracting and retaining skilled professionals with up-to-date expertise.

A key factor in achieving the goals of healthcare organizations is increasing the productivity of medical personnel, which depends on various interrelated elements. Among them is job satisfaction, which

* Corresponding author. E-mail: : *nino.paresashvili@tsu.ge*

© 2025 The Authors. Published by Vilnius Gediminas Technical University. This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC-BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.

primarily affects the quality of the service provided and customer satisfaction (Chen et al., 2021). Moreover, in many developing countries, increasing job satisfaction was considered a way to strengthen the sector (Wang et al., 2022). And it depends on the organization's approaches, leadership style, (Platis et al., 2015) organizational commitment (Wang et al., 2022). Since stress and tension are higher in the health care sector, organizations should try harder to create a healthy work environment, establish better communication, (Vermeir et al., 2017) promote career development, and offer employees various opportunities, such as participating in international activities, which is also necessary and beneficial for the organization in the context of intensive technological development. One of the main objectives of our research is to explore ways to enhance job satisfaction among healthcare professionals. In a diverse workforce, balancing employee satisfaction with the need to boost productivity remains a complex and demanding task.

2. Literature review

The role of the healthcare sector in terms of national development and sociological factors is invaluable. However, there is a lack of research on job satisfaction, performance, and other similar characteristics of people employed in the healthcare sector, and more concentration is placed on research related to customer satisfaction and the quality of services provided.

Most employees experience some level of psychological pressure at work, which ultimately negatively affects their health. This issue is particularly pronounced for employees in the healthcare system, as they have to cope with a highly stressful environment and burnout (Wang et al., 2020). Workload, night shifts, constant stress, and often unacceptable working conditions, along with insufficient remuneration, ineffective management, and lack of promotion contribute to a range of health-related issues in this sector. Studies shows that problems, such as various mental illnesses, anxiety, hypertension, hyperlipidemia, and even suicide, are more common in this field (Milner et al., 2016). Research by Ge et al. (2021) reveals a positive relationship between employee satisfaction and their self-rated health. It shows that a less stressful environment, and a well-defined reward system, lead to higher engagement of employees in the process, and higher self-rated health.

Interest in and the number of studies in this regard has increased significantly during the COVID-19 pandemic. The world has seen the contribution of medical personnel to creating public welfare, which may not have been fully realized until now. Of course, during this Pandemic, the level of job satisfaction was low, as they had to fight on the front lines, adapt to the new reality the fastest, and cope with more workload, and stress, with the backdrop of increased economic recession and unemployment (Paresashvili et al., 2021a). Galanis et al. (2023) study, which concerns nurses, revealed that more than 90% of surveyed experienced burnout, and a low level of job satisfaction. Caponnetto et al. (2022) examined the psychological capital of employees during the pandemic and found that personnel with high levels of psychological capital were better able to handle stressful environments. This factor especially increased after knowledge and readiness in this regard grew. Diakos et al. (2022) also studied job satisfaction and found that unfair reward and promotion systems and lack of communication were key factors affecting job satisfaction during the Pandemic.

Numerous studies examine the factors that influence job satisfaction. In this regard, key factors include remuneration, (Javanmardnejad et al., 2021) the development of a fair reward system, as well as the appreciation of employees and recognition of their contributions, involvement and teamwork, (Cantarelli et al., 2023) equal approaches (Borst et al., 2019). Moisoglou et al. (2021) highlighted the connection between job satisfaction and communication systems within employees, as well as the importance of effective leadership style. Specchia et al. (2021) study is noteworthy, according to which transformational leadership contributes to the increase in motivation and, consequently, performance among employees in the healthcare sector. Which ultimately has a positive impact on the success of the organization. Kitsios and Kamariotou (2021) concluded that employee satisfaction depends more on the internal organizational environment, relationships, and communication than on salary and promotion. The level of autonomy has a positive impact on doctors' job satisfaction, and the psycho-emotional environment enhances organizational commitment (Gkliati & Saiti, 2022). Based on the analysis of Stobbe et al. (2021), it was revealed that the level of employee satisfaction in the sector is higher in countries with high GDP. However, the system and structure have less impact, and employees are more influenced by feedback from peers, customer satisfaction, and their own performance. But, of course, this does not mean that changes made at the state level should not take into account employee satisfaction factors (Manyazewal & Matlakala, 2017). Along with organizational culture and environment, job satisfaction is also influenced by working conditions, which means that staff, especially medical personnel, who work night shifts and are more stressed, need to have appropriate rest and suitable workspaces (Kitsios & Kamariotou, 2021).

Sibuea et al. (2024) divided the factors affecting the quality of nurses' work into three groups: sociodemographic-related, work-related and psychological-related, which cover different aspects of life and ultimately have an impact on performance. An employee's self-satisfaction with the tasks performed, efficiency, and goals achievement also has a positive effect on performance (Platis et al., 2015). The approach of Krijgsheld et al. (2022) research in the medical field is also worth mentioning. They separated performance into three levels:

macro, meso, and micro-levels, where the micro level is directly related to personal skills and emotions, and the macro level is related to organizational issues, systems, and structure. In this way, they identified those aspects by influencing which managers can increase performance or implement timely changes. In many cases, organizations are more focused on customers and the quality of services provided and pay less attention to employees and internal marketing. Whereas only a person who is satisfied with his job, works in a relevant work environment and organizational climate can offer high-quality service to customers (Whalley et al., 2006). Goula et al. (2022) studied internal quality in the healthcare field and found that in this regard, the orientation is mainly based on material characteristics, such as remuneration, reward system, and less orientation on emotional and psychological characteristics, such as empathy, reliability, responsibility.

In Georgia, as in most developing countries, research on employee satisfaction, organizational climate, and performance is limited. The Georgian labor market is characterized by problems such as unemployment, especially among young people (Okruashvili et al., 2024), discrimination on various grounds (Paresashvili et al., 2024b), low level of employee involvement in planning (Chagelishvili & Paresashvili, 2024). Ineffective distribution of roles and responsibilities that lead to organizational conflicts (Paresashvili et al., 2021b). Not much research has been conducted in Georgia on medical personnel and their job satisfaction. More attention is paid to the healthcare system's policy, its functioning and the measures implemented. Paresashvili et al. (2024a) study found that healthcare employees' satisfaction is influenced by age, education, and work experience. In addition, respondents understand that their level of satisfaction is related to performance and the quality of services provided.

3. Methodology

A total of 452 medical personnel from the healthcare system participated in the study. To process and analyze the collected data, we used the SPSS statistical software package. The statistical procedures applied for the analysis included frequency distribution, cross-tabulation, Kruskal-Wallis test, Chi-square test, independent sample T-test, and graphical analysis.

4. Discussion and findings

This study examines the satisfaction levels of medical personnel employed in the healthcare system and identifies ways to enhance it. Medical personnel satisfaction manifests in various forms, including the quality of service provided to patients, human resource policies, career advancement opportunities, work-life balance set by the organization, organizational care and support, training and development programs offered by the organization, relationships with colleagues, and institutional support for participation in joint scientific projects with foreign colleagues.

The study analyzes medical personnel satisfaction based on factors such as age, gender, experience, education, and income. To explore these aspects, the following hypotheses were formulated and tested:

1. Male and female medical personnel differ in their satisfaction with the service provided to patients.
2. Satisfaction with patient care varies based on age and work experience.
3. A higher income level serves as a strong incentive for medical personnel to provide services that lead to personal satisfaction.
4. The higher the level of education among medical personnel, the greater their satisfaction with the service provided to patients.
5. Satisfaction with human resource policies differs between male and female medical personnel.
6. Satisfaction with human resource policies is significantly influenced by the age of medical personnel.
7. Male and female medical personnel have different career advancement opportunities.
8. Career advancement opportunities vary across different age groups.
9. Medical personnel with varying work experience have different career advancement opportunities.
10. Organizational care/support and the work-life balance established by the organization differ for male and female medical personnel.

To test the first four hypotheses, we used the Kruskal-Wallis test, which helps determine the presence of statistical relationships between non-parametric variables.

As seen in Table 1, age, gender, experience, and monthly income influence the satisfaction derived from patient care.

Table 1. Kruskal-Wallis test results on the influence of age, gender, experience, and monthly income on job satisfaction derived from patient care

Test statistics[a, b]					
	q34 age	q35 gender	q36 education	q37 work experience	q 38 monthly income in (GEL)
Chi-Square		15.620	8.794	17.032	14.623
df	4	4	4	4	4
Asymp. Sig.	.006	.004	.066	.002	.006

Note: a. Kruskal Wallis test, b. Grouping variable: q32 How does your job satisfaction reflect on the quality of service you provide?

Satisfaction from patient care is most influenced by work experience (Chi-square = 17.032, P = 0.002), followed by gender (Chi-square = 15.620, P = 0.004), then income (Chi-square = 14.623, P = 0.006), and finally age (Chi-square = 14.496, P = 0.006). Work experience,

gender, income, and age all show a statistically significant relationship with patient care satisfaction at the 0.01 level. This confirms the first three hypotheses.

Regarding the education variable, it does not significantly impact the dependent variable ($P > 0.05$), meaning that satisfaction from patient care remains nearly the same across different education levels. Therefore, the fourth hypothesis is not confirmed.

To test the fifth and sixth hypotheses, we used contingency tables and the Chi-square test.

In general, medical personnel's satisfaction with the organization's human resource policies is measured using a five-point scale:

1 – Strongly disagree,
2 – Disagree,
3 – Neutral (neither agree nor disagree),
4 – Agree,
5 – Strongly agree.

Figure 1 presents the average satisfaction scores of medical personnel based on different aspects of the organization's human resource policies.

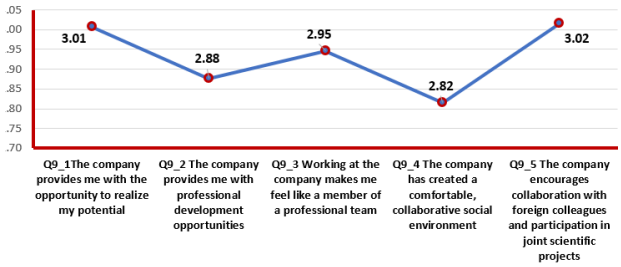


Figure 1. Average scores for employee satisfaction with human resource policies in the healthcare system (five-point scale) (source: our research)

As shown in Figure 1, medical personnel most strongly agree with the statement that their company supports participation in joint scientific projects with foreign colleagues. The next most agreed-upon statement is that "the company provides opportunities for professional development."

The least agreed-upon statements are that "the company has created a comfortable and collaboration-oriented social environment" and that "the company provides opportunities for professional development." This indicates that while employees recognize opportunities for professional development, the organization does not sufficiently support their career growth.

Whether there are differences between male and female medical personnel, as well as across different age groups, in evaluating human resource policies is examined through the cross-tabulation table (Table 2) and the Chi-square test (Table 3).

In Table 2, human resource policy statements are categorized into three qualitative variables:

1 – Strongly disagree / disagree,
2 – Neutral,
3 – Agree / strongly agree.

As Table 3 shows, regarding the provisions of personnel policy related to the realization of opportunities and professional development, there is no significant difference in satisfaction levels between male and female medical staff. In both cases, there is no statistical correlation between these provisions and gender ($P > 0.05$).

The most significant differences between male and female medical staff are observed at the 0.01 statistical significance level in the following variables:

– "Working at the company makes me feel like a member of a professional team" (Chi-square coefficient = 29.995, $P < 0.001$),

Table 2. Evaluation of human resource policies by gender and age (percentage-based) (source: our research)

Human Resources policy	Categories	q35 Gender		q34 Age				
		fem. (%)	male (%)	18–25 (%)	26–35 (%)	36–45 (%)	46–55 (%)	55+ (%)
The company provides me with the opportunity to realize my potential.	Do not agree	83.7	16.3	0	32.7	32.7	28.6	6.1
	Neutral	85.7	14.3	0	17	42.9	39.3	0
	Agree	81.1	18.9	3.8	18.9	26	35.8	15.1
The company provides me with professional development opportunities.	Do not agree	81.4	18.6	0	32.2	35.6	27.1	5.1
	Neutral	91.3	8.7	0	8.7	43.5	39.1	8.7
	Agree	81.3	18.8	4.2	20	22.9	39.6	12.5
Working at the company makes me feel like a member of a professional team.	Do not agree	74.1	25.9	1.9	27.8	24.1	35.2	11.1
	Neutral	88.5	11.5	0	26.9	30.8	38	3.8
	Agree	90	10	2	18	42	30	8
The company has created a comfortable collaborative social environment.	Do not agree	80.3	19.7	1.6	29.5	34.4	32.8	1.6
	Neutral	91.3	8.7	0	21.7	21.7	56.5	0
	Agree	82.6	17.4	2.2	17.4	34.8	23.9	21.7
The company encourages collaboration with foreign collegues and participation in joint scientific projects.	Do not agree	84.3	15.7	0	29.4	35.3	29.4	5.9
	Neutral	84	16	0	28	20	40	12
	Agree	81.5	18.5	3.7	16	35.2	35.2	9.3

Table 3. Pearson Chi-Square tests (source: our research)

Pearson Chi-Square Tests			
		Gender	Age
Q9_1 The company provides me with the opportunity to realize my potential	Chi-Square	2.04	46.738
	df	4	8
	Sig.	.728	.000
Q9_2 The company provides me professional development opportunities	Chi-Square	5.925	46.031
	df	4	8
	Sig.	.295	.000
Q9_3 Working at the company makes me feel like a member of a professional team	Chi-Square	29.995	20.813
	df	4	8
	Sig.	.000	.008
Q9_4 The company has created a comfortable collaborative social environment	Chi-Square	17.674	81.496
	df	4	8
	Sig.	.001	.000
Q9_5 The company encourages collaboration with foreign collegues and participation in joint scientific projects.	Chi-Square	11.828	27.291
	df	4	8
	Sig.	.019	.001

– "The company has created a comfortable, collaboration-oriented social environment" (Chi-square coefficient = 17.674, P = 0.001),

Additionally, a statistical correlation is observed at the 0.05 level in the variable:

– "The company promotes participation in joint scientific projects with foreign colleagues" (Chi-square coefficient = 11.828, P = 0.019).

Thus, after testing Hypothesis 5, we can conclude that it is only partially confirmed, meaning it holds true for some provisions of personnel policy.

Regarding age, differences in satisfaction levels with personnel policy provisions are observed across all age groups at a statistical significance level of 0.01. Therefore, we can state that Hypothesis 6 is fully confirmed for all personnel policy provisions.

Age groups show the most significant differences in evaluating the provision:

– "The company has created a comfortable, collaboration-oriented social environment" (Chi-square coefficient = 81.496, P < 0.001).

High statistical significance is also noted for:

– "The company provides opportunities for realizing my potential" (Chi-square coefficient = 46.738, P < 0.001).

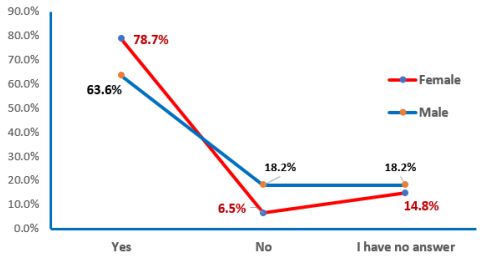


Figure 2. Career advancement opportunities by gender (source: our research)

– "The company offers opportunities for professional development" (Chi-square coefficient = 46.031, P < 0.001).

At the 0.01 significance level, but with lower Chi-square coefficient values compared to the provisions mentioned above, age also influences the evaluation of the following provisions:

– "The company promotes participation in joint scientific projects with foreign colleagues" (Chi-square coefficient = 27.291, P = 0.001).

– "Working at the company makes me feel like a member of a professional team" (Chi-square coefficient = 20.813, P = 0.008).

Table 4. Career advancement opportunities based on gender, age, and work experience (source: our research)

Independent variables	Category	q2 Does the job provide opportunities for cateer advancement? (Row N %)		
		Yes, %	No, %	I have no answer, %
q35 Gender	Female	78.7	6.5	14.8
	Male	63.6	18.2	18.2
q34 Age	18–25	100	0	0
	26–35	87.1	6.5	6.5
	36–45	64.3	14.3	21.4
	45–55	77.3	14.3	21.4
	55+	81.8	0	18.2
q37 Work experience	<1 year	100	0	0
	1–3 years	100	0	0
	4–5 years	77.8	11.1	11.1
	6–10 years	84.8	3	12.1
	10+ years	67.6	11.8	20.6

Table 5. Pearson Chi-Square tests results (source: our research)

		q2 Does the job provide opportunities for career advancement?
q35 Gender	Chi-Square	12.964
	df	2
	Sig.	.002
q34 Age	Chi-Square	26.268
	df	8
	Sig.	.001
q37 Experience	Chi-Square	29.461
	df	8
	Sig.	.000

Hypotheses 7, 8, and 9 were tested using a contingency table (Table 4) and a Chi-square test included in Table 5.

The organization's provision of career advancement opportunities is illustrated on the diagrams.

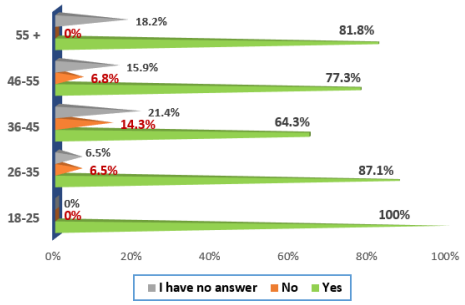


Figure 3. Career advancement opportunities by age (source: our research)

As shown in Figure 2, notable gender differences emerge in perceptions of career advancement opportunities. While 78.7% of male respondents reported having such opportunities compared to 63.6% of females, a higher share of women expressed uncertainty (14.8%) than men (6.5%). Figure 3 illustrates age-related differences, with younger employees (18–25) overwhelmingly perceiving opportunities for advancement (100%), whereas respondents aged 36–55 reported lower levels of access and higher levels of uncertainty.

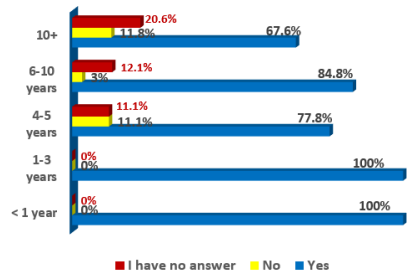


Figure 4. Career advancement opportunities based on work experience (source: our research)

As illustrated in Figure 4, career advancement opportunities are perceived differently depending on work experience. Respondents with less than three years of experience reported unanimously positive perceptions (100%), while perceptions became more mixed among those with longer tenure. Notably, 20.6% of employees with more than 10 years of experience stated that such opportunities were absent, indicating a decline in perceived advancement possibilities with increasing seniority.

To test Hypothesis 10, a T-test was conducted to compare the means between two groups.

From Table 6, we can see that the means of the

Table 6. Presents the results of the T-test (source: our research)

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean	Std. Error Difference	95% Confidence Inteval of the Difference	
									Lower	Upper
q22_1 How satisfied are you with the work/ life balance established by the organization?	Equal variances assumed	.287	.593	.516	450	.606	–.073	.142	–.352	.206
	Equal variances not assumed			–.508	106.843	.613	–.073	.144	–.359	.213
q27 Does the organization ensure that you maintain and improve your health?	Equal variances assumed	3.984	.047	.792	450	.429	.073	.092	–.109	.255
	Equal variances not assumed			.863	119.042	.390	.073	.085	–.095	.241

dependent variables do not differ based on gender, as the statistical significance (P) exceeds 0.05 for both variables (0.613 and 0.390). Therefore, Hypothesis 10 is not confirmed, indicating that the work-life balance established by the organization is similar for both male and female medical staff, as is the organization's care for them – specifically, ensuring and strengthening their health.

Boxplot Figure 5 clearly illustrates that satisfaction levels with the organization's work-life balance are similar across both gender categories. Specifically, their satisfaction is rated mainly between 2 and 4 on a 5-point scale, with a median of 3 in both cases.

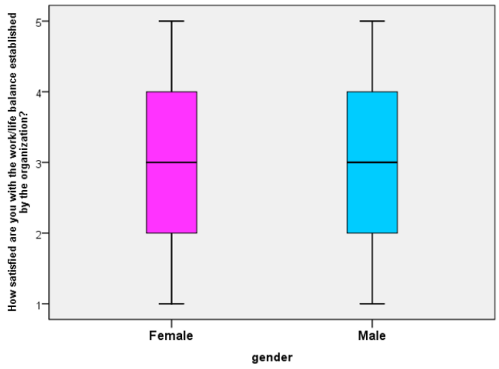


Figure 5. Satisfaction with the work-life balance established by the organization, by gender (source: our research)

Similarly, the organization's efforts to care for medical staff, specifically ensuring and strengthening their health, follow the same trend for both male and female staff, as clearly shown in Figure 6.

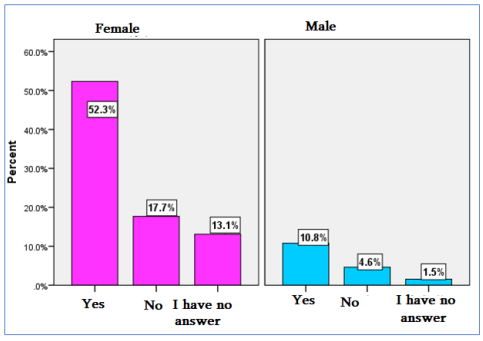


Figure 6. The organization's care for medical staff, by gender (source: our research)

Most men and women agree that the organization takes care of them, with women expressing this more strongly.

Medical staff's satisfaction with training and development programs offered by the organization is shown in Figure7. The satisfaction level is rated on a 5-point scale: 1 – Not satisfied at all, 2 – Not satisfied, 3 – Neutral, 4 – Satisfied, 5 – Completely satisfied.

As Figure 7 shows, 53.1% of medical staff are satisfied with the training and development programs offered by the organization, 13.8% express dissatisfaction, and a significant portion – 33% – remain neutral.

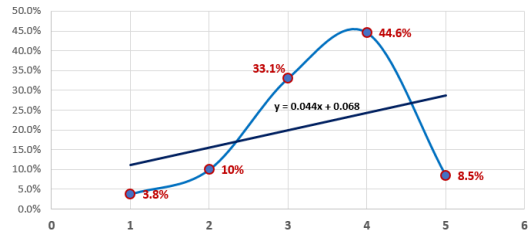


Figure 7. Medical staff's satisfaction with training and development programs offered by the organization (source: our research)

Regarding satisfaction with collaboration among colleagues, Figure 8 indicates:

– 47% of medical staff express satisfaction,
– 25% express dissatisfaction,
– A considerable percentage (28%) remain undecided.

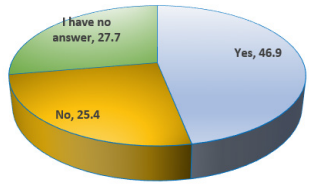


Figure 8. Satisfaction with collaboration among colleagues (in percentage) (source: our research)

Medical staff's satisfaction with the company's support for participation in international scientific projects and collaboration with foreign colleagues is presented in Figure 9.

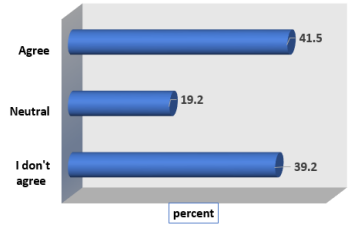


Figure 9. Satisfaction with the company's support for international collaboration (in percentage) (source: our research)

As seen in Figure 9,

– 41.5% of medical staff are satisfied with the company's support.
– 19% are neutral.
– A significant portion – 39.2% – disagrees, suggesting a need for substantial intervention.

It is worth noting that previous research of Paresashvili et al. 2024a on job satisfaction in the healthcare sector, which focused on the relationship between satisfaction and productivity, also revealed that work experience has a significant impact on satisfaction. Moreover, education, age, work experience, gender, and income combined affect job satisfaction. Besides, numerous studies, including ours, show that a satisfied employee, who has career development opportunities, an appropriate work

environment, and agrees with the organization's policies and beliefs, provides better and higher quality service to customers.

5. Conclusions

- Improving service quality in the healthcare system should be a strategic priority for any country, including Georgia. The research clearly shows that achieving this goal is impossible without ensuring job satisfaction among medical staff. Job satisfaction directly and significantly affects the quality of service they provide to patients.
- The study found that age, experience, and monthly income influence how job satisfaction translates into service quality. However, this trend is consistent across both genders.
- Income level has a significant impact on job satisfaction in the healthcare sector. Since Georgia is a developing country with high levels of poverty and unemployment, the results were expected. Therefore, organizations should have appropriate salary policies in line with career development.
- The ability to realize professional potential and career development opportunities significantly influence job satisfaction. However, this relationship does not differ between male and female medical staff. Instead, it varies by age and work experience.
- Organizational climate and culture have a substantial impact on medical staff's attitudes, job satisfaction, productivity, and the quality of medical services they provide. That is why it's necessary to create an environment and culture that will be focused on increasing employee engagement, providing them with opportunities for development and career advancement, promoting effective communication, and the formation of relationships.
- As working in the healthcare sector is particularly stressful, with a higher chance of burnout, organizations should have appropriate policies to help employees maintain work-life balance. The analysis of gender-based differences in work-life balance satisfaction shows that the organization's care for medical staff (specifically health maintenance and promotion) follows the same pattern for both men and women.
- The study highlights the importance of harmonious relationships, self-realization, professional development opportunities, and employer support in achieving job satisfaction among medical staff. To maintain competitiveness, healthcare facility management must foster positive workplace relationships and create conditions for professional growth and development. This, in turn, ensures job satisfaction and enhances patient satisfaction with medical services.

References

Borst, R. T., Kruyen, P. M., Lako, C. J., & de Vries, M. S. (2019). The attitudinal, behavioral, and performance outcomes of work engagement: A comparative meta-analysis across the public, semipublic, and private sector. *Review of Public Personnel Administration*, *40*(4), 613–640. https://doi.org/10.1177/0734371X19840399

Cantarelli, P., Vainieri, M., & Seghieri, C. (2023). The management of healthcare employees' job satisfaction: optimization analyses from a series of large-scale surveys. *BMC Health Services Research*, *23*, Article 428. https://doi.org/10.1186/s12913-023-09426-3

Caponnetto, P., Platania, S., Maglia, M., Morando, M., Gruttadauria, S. V., Auditore, R., Ledda, C., Rapisarda, V., & Santisi, G. (2022). Health occupation and job satisfaction: The impact of psychological capital in the management of clinical psychological stressors of heathcare workers in the COVID-19 era. *International Journal of Environmental Research and Public Health*, *19*(10), Article 6134. https://doi.org/10.3390/ijerph19106134

Chagelishvili, A., & Paresashvili, N. (2024). Problems of human resource development in the Georgian banking sector. *Economic Alternatives*, (3), 609–630. https://doi.org/10.37075/EA.2024.3.09

Chen, Z., Zhou, L., Lv, H., Sun, K., Guo, H., Hu, J., Huang, D., Ma, D., Feng, Z., Tang, C., & Yin, W. (2021). Effect of healthcare system reforms on job satisfaction among village clinic doctors in China. *Human Resources for Health*, *19*, Article 109. https://doi.org/10.1186/s12960-021-00650-8

Diakos, G. E., Koupidis, S., & Dounias, G. (2022). Measurement of job satisfaction among healthcare workers during the COVID-19 pandemic: A cross-sectional study. *Medicine International*, *3*(1), Article *2*. https://doi.org/10.3892/mi.2022.62

Galanis, P., Moisoglou, I., Katsiroumpa, A., Vraka, I., Siskou, O., Konstantakopoulou, O., Meimeti, E., & Kaitelidou, D. (2023). Increased job burnout and reduced job satisfaction for nurses compared to other healthcare workers after the COVID-19 pandemic. *Nursing Report*, *13*(3), 1090–1100. https://doi.org/10.3390/nursrep13030095

Ge, J., He, J., Liu, Y., Zhang, J., Pan, J., Zhang, X., & Liu, D. (2021). Effects of effort-reward imbalance, job satisfaction, and work engagement on self-rated health among healthcare workers. *BMC Public Health*, *21*, Article 195. https://doi.org/10.1186/s12889-021-10233-w

Gkliati, A., & Saiti, A. (2022). Job satisfaction and support in the medical profession: The foundations of efficient organizational healthcare performance. *International Journal of Workplace Health Management*, *15*(2), 131–153. https://doi.org/10.1108/IJWHM-10-2020-0172

Goula, A., Rizopoulos, T., Stamouli, M.-A., Kelesi, M., Kaba, E., & Soulis, S. (2022). Internal quality and job satisfaction in health care services. *International Journal of Environmental Research and Public Health*, *19*(3), Article 1496. https://doi.org/10.3390/ijerph19031496

Javanmardnejad, S., Bandari, R., Heravi-Karimooi, M., Rejeh, N., Sharif Nia, H., & Montazeri, A. (2021). Happiness, quality of working life, and job satisfaction among nurses working in emergency departments in Iran. *Health and Quality of Life Outcomes*, *19*, Article 112. https://doi.org/10.1186/s12955-021-01755-3

Kitsios, F., & Kamariotou, M. (2021). Job satisfaction behind motivation: An empirical study in public health workers. *Heliyon*, *7*(4), Article e06857. https://doi.org/10.1016/j.heliyon.2021.e06857

Krijgsheld, M., Tummers, L. G., & Scheepers, F. E. (2022). Job performance in healthcare: A systematic review. *BMC Health Services Research*, *22*, Article 149. https://doi.org/10.1186/s12913-021-07357-5

Manyazewal, T., & Matlakala, M. C. (2017). Beyond patient care: The impact of healthcare reform on job satisfaction in the Ethiopian public healthcare sector. *Human Resources for Health, 15*, Article 10. https://doi.org/10.1186/s12960-017-0188-1

Milner, A. J., Maheen, H., Bismark, M. M., & Spittal, M. J. (2016). Suicide by health professionals: A retrospective mortality study in Australia, 2001–2012. *The Medical Journal of Australia*, *205*(6), 260–265. https://doi.org/10.5694/mja15.01044

Moisoglou, I., Meimeti, E., Arvanitidou, E., Galanis, P., Ntavoni, G., & Zavras, D. (2021). Job satisfaction in primary health care in Athens, Greece: A pilot study. *International Journal of Caring Sciences*, *14*, 166–173.

Okruashvili, N., Paresashvili, N., Damenia, N., Tikishvili, M., & Melkoshvili, T. (2024, May 16–17). The role of employment agencies in regulating the Georgian labor market and reducing youth unemployment. In *Proceedings of the 14th International Scientific Conference "Business and Management 2024"* (pp. 96–105). Vilnius, Lithuania. https://doi.org/10.3846/bm.2024.1176

Paresashvili, N., Abesadze, N., Kinkladze, R., Chitaladze, K., & Edzgveradze, T. (2021a). Georgian labour market during the coronavirus pandemic. *SHS Web of Conferences*, *92*, Article 07046. https://doi.org/10.1051/shsconf/20219207046

Paresashvili, N., Maisuradze, T., Gechbaia, B., Weis, L., & Koval, V. (2021b). Conflict management impact on the employee productivity. *SHS Web of Conferences*, *111*, Article 01010. https://doi.org/10.1051/shsconf/202111101010

Paresashvili, N., Okruashvili, N., Tikishvili, M., & Chitaladze, K. (2024a). Impact of job satisfaction on the labour productivity of healthcare personnel. *Economics Ecology Socium*, *8*(3), 40–54. https://doi.org/10.61954/2616-7107/2024.8.3-4

Paresashvili, N., Okruashvili, N., Tikishvili, M., Chitaladze, K., & Avsajanishvili, E. (2024b, May 16–17). Influence of factors of a healthy working environment on employee labor productivity (on the example of higher educational institutions of Georgia). In *Proceedings of the 14th International Scientific Conference "Business and Management 2024"* (pp. 41–47). Vilnius, Lithuania. https://doi.org/10.3846/bm.2024.1171

Platis, C., Reklitis, P., & Zimeras, S. (2015). Relation between job satisfaction and job performance in healthcare services. *Procedia – Social and Behavioral Sciences*, *175*, 480–487. https://doi.org/10.1016/j.sbspro.2015.01.1226

Sibuea, Z. M., Sulastiana, M., & Fitriana, E. (2024). Factor affecting the quality of work life among nurses: A systematic review. *Journal of Multidisciplinary Healthcare*, *13*(2), 491–503. https://doi.org/10.2147/JMDH.S446459

Specchia, M. L., Cozzolino, M. R., Carini, E., Di Pilla, A., Galletti, C., Ricciardi, W., & Damiani, G. (2021). Leadership styles and nurses' job satisfaction. Results of a systematic review. *International Journal of Environmental Research and Public Health*, *18*(4), Article 1552. https://doi.org/10.3390/ijerph18041552

Stobbe, E. J., Groenewegen, P. P., & Schäfer, W. (2021). Job satisfaction of general practitioners: A cross-sectional survey in 34 countries. *Human Resources for Health*, *19*, *Article* 57. https://doi.org/10.1186/s12960-021-00604-0

Vermeir, P., Degroote, S., Vandijck, D., Mariman, A., Deveugele, M., Peleman, R., Verhaeghe, R., Cambré, B., & Vogelaers, D. (2017). Job satisfaction in relation to communication in health care among nurses: A narrative review and practical recommendations. *SAGEOpen*, *7*(2). https://doi.org/10.1177/2158244017711486

Wang, H., Jin, Y., Wang, D., Zhao, S., Sang, X., & Yuan, B. (2020). Job satisfaction, burnout, and turnover intention among primary care providers in rural China: Results from structural equation modeling. *BMC Family Practice. 21*, Article 12. https://doi.org/10.1186/s12875-020-1083-8

Wang, X., Li, C., Chen, Y., Zheng, C., Zhang, F., Huang, Y., & Birch, S. (2022). Relationships between job satisfaction, organizational commitment, burnout and job performance of healthcare professionals in a district-level health care system of Shenzhen, China. *Frontiers in Psychology*, *13*, Article 992258. https://doi.org/10.3389/fpsyg.2022.992258

Whalley, D., Bojke, C., Gravelle, H., & Sibbald, B. (2006). GP job satisfaction in view of contract reform: A national survey. *The British Journal of General Practice*, *56*(523), 87–92.