

Impact of Job Satisfaction on Organizational Performance, the Intermediate Role of Loyalty in the Health Industry: An Empirical Study from the University Medical Center of Ho Chi Minh City - Branch 2, Vietnam

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Abstract: Most public hospitals have been facing the shortage and migration of doctors in the health market in the context of global integration and the development of the private economic sector in Vietnam. The public hospital system focuses on developing high-quality and stable human resources. Human resources development that must be linked to organizational performance is a challenge for policy makers and hospital managers. This study uses 246 doctor survey data and applies a Linear Structural Model in the analysis. The results show that there is a positive linear relationship between job satisfaction and organizational performance, and a doctor's loyalty is an intermediate factor. Factors affecting the satisfaction and loyalty of doctors to the organization include: (i) Relations with superiors and colleagues; (ii) Doctors' relationship with patients and their family; (iii) Salaries and benefits; (iv) Training and promotion opportunities; and (v) Working pressure.

Key words: job satisfaction; employee loyalty; organizational performance; Structural Equation Model; University Medical Center of Ho Chi Minh City.

I. INTRODUCTION

Most public hospitals have been facing the shortage and migration of doctors in the health market in the context of global integration and the development of the private economic sector in Vietnam. The public hospital system focuses on developing high-quality and stable human resources. Human resources development that must be linked to organizational performance is a challenge for policy makers and hospital managers. This study, using 246 doctor survey data and applying a Linear Structural Model, finds whether there are potential relationships among job satisfaction, organizational performance and doctors' loyalty as well as there are factors affecting the satisfaction and loyalty of doctors to the organization include (e.g: Relations with superiors and colleagues; Doctors' relationship with patients and their family; Salaries and benefits; Training and promotion opportunities; Working pressure; and others.

II. Review Of Literature

Foundation theory overview

The two-factor theory:

The theory of motivation (Motivation Theory) or two-factor (Herzberg, 1959) suggests that there are two groups of factors affecting the motivation of employees in the workplace; are the maintenance factors and the motivating factors. Maintenance factors are factors that cause dissatisfaction in the workplace. They are external factors or independent factors from the work; and is related to variables like wages, job stability (ability of employees to keep their jobs, not get fired), corporate policies, working conditions, leadership competence and relationships between supervisors, subordinates and co-workers. Motivational factors are factors associated with employee motivation and arise from the intrinsic conditions of the job, depending on the job itself.

Motivational factors include responsibility, job satisfaction, recognition, achievement, growth and promotion opportunities.

The theory of fairness:

Equity theory offers potential factors affecting the perception and evaluation of employees and their work. The theory argues that people always want to be treated fairly, and they tend to compare their contributions and rewards they receive (called personal justice). In addition, they also compare their contributions, dedication, remuneration and rewards with others (called social justice). This theory is meaningful in motivating employees, because timely recognition from managers or supervisors for employees' contributions is the top motivating factor for employees. If an individual finds himself underpaid, he will reduce his efforts. If he thinks he is being paid well, he will try to work harder. This theory explains the causes of employee job satisfaction and organizational loyalty (Adams, 1965).

Expectation theory:

Expectancy theory holds that an individual will act in a certain way based on expectations of a certain outcome or the attractiveness of that outcome to the individual (Vroom, 1964). Vroom's expectation theory is built according to the formula:

Attraction \times Expectations \times Means = Motivation

In which, Attraction (reward) = attractiveness for a certain goal; Expectation (performing the job) = the employee's belief that if they work hard, the task will be completed; Means (belief) = employee's belief that they will be rewarded for completing the task. The fruit of these three factors is motivation. This is the source of power that managers use to direct employees to accomplish the targeted goals. When an employee wants to advance at work, the promotion creates a high attraction for that employee. If an employee believes that when he or she does a good job, on schedule... will be appreciated by everyone, this employee has high expectations. However, if the employee knows that the company will recruit people from outside sources to fill vacancies or fill management positions rather than promote people in the company from below, trust the employee will be low and it will be difficult to motivate the employee to do a better job.

The above theories are relevant to this study, where it is important to explain the foundation of job satisfaction and the employee's loyalty to the organization.

Job satisfaction factors affecting job satisfaction

Job satisfaction:

According to Hoppock (1935), job satisfaction of employees is the result of the combination of psychological, physiological and working environment, creating for employees the feeling that they are satisfied in their work. The employee's job satisfaction is a set of feelings, beliefs and attitudes that employees have about their current job (Ma *et al.*, 2003). According to Nassab (2008) job satisfaction is the degree to which an individual is satisfied with his actual work (reporting, communication, surgery, plumbing repair, etc.). Contrary to this, environmental satisfaction is associated with the attitudes of colleagues, supervisors, working conditions and physical space in the organization (Van der Wiele *et al.*, 2001). Job satisfaction is related to the feeling of well-being that a person is happy with his or her job and fully committed to it (Lambert *et al.*, 2015). Specifically, job satisfaction or dissatisfaction is a person's positive or negative attitude about their job evaluation, no intention or intention to leave the organization and good referrals or not good externally (Schneider *et al.*, 2003; Karatepe & Kilic, 2009).

Factors affecting job satisfaction:

Since the 1960s, Smith *et al.* (1969) proposed the Job Descriptive Index (JDI) model to identify five main factors as satisfaction with income, training or promotion, superiors, colleagues and the nature of the work. This model, used by researchers around the world, is quite popular. In the early 2000s, Schmidt (2007) emphasized more that when individual needs such as income, training or promotion, the appropriate nature or characteristics of the job are satisfied, and good workplace relations as job satisfaction will be higher. From the 2000s up to now, empirical studies in the service industry have identified five factors affecting job satisfaction: Training/promotion; Career Development; Income; Trust in the organization; Suitable job characteristics (Akehurst *et al.*, 2009; Pandey & Khare, 2012; Belias *et al.*, 2015; Rajput *et al.*, 2016). In the health industry, health professional job satisfaction is dependent on salary and co-worker relationships (Castle *et al.*, 2006). Schmidt (2007) suggests that satisfied employees tend to be more creative, productive, and organizationally engaged than unsatisfied employees. Research by Nam *et al.* (2016) for endoscopy units of the medical system in Korea shows that work pressure affects the job satisfaction of doctors and medical staff. Since the decade of 2010, in the health - hospital industry, empirical studies show that there are five factors affecting job satisfaction: Salary and benefits; Opportunities for learning and promotion; Relations with superior colleagues; Social relations between the patient and the patient's family; Work pressure (Al-Aameri, 2000; Crowe *et al.*, 2002; Rad & De

Moraes, 2009; Alafi *et al.*, 2013; Ali & Wajidi, 2013; Mosadeghrad and Ferdosi, 2013; Ali & Wajidi, 2013); Al Maqbal, 2015; Munir *et al.*, 2016; Sattigeri & Kulkarni, 2017; Bello *et al.*, 2018; Bui Nhat Vuong *et al.* (2021). Based on empirical studies, the study proposes hypotheses after:

H1: Salary and benefits affect positively job satisfaction.

H2: Doctor's relationship with patient and patient's family affects positively job satisfaction.

H3: Relationship with colleagues and superiors affects positively job satisfaction.

H4: Training and promotion opportunities affect positively job satisfaction.

H5: Work pressure affects positively job satisfaction.

Job satisfaction and employee's loyalty to the organization

Loyalty:

Employee loyalty is an expression of commitment to the organization and devoting all of their energies to the development of a particular organization and is seen as a form of long-term commitment of employees to the organization (Buchanan, 1974; Elegido, 2013). Employees who have been loyal to the organization and have worked for the organization for many years know the organization's policies, strategies, and mission well, and they know how to take the right steps, so they do not need to be educated and retrained. On the contrary, the constant change of employees and their lack of loyalty to the organization will increase costs for the organization, leading to loss of human resources (Makizadeh *et al.*, 2010). Various factors influence employee loyalty including proper assignment of duties, facilities and work environment that attract them to work and opportunities for personal growth. Employee loyalty can be explained as an increase in employee engagement towards organizational success and belief in doing the right thing working for the organization (Zanabazar & Jigjiddorj, 2018). Another aspect is that employees' feelings towards the organization are more influential than factors such as salary, training or benefits because employees who are emotionally attached to the organization will actively participate in the work and so on. They will achieve outstanding performance and they will feel like a significant part of the organization and they will be more loyal to the organization (LaMalfa, 2007). Loyalty can be viewed as an employee's desire to maintain membership in an organization, participate enthusiastically, and work hard for the organization's goals (Bui Nhat Vuong *et al.*, 2021).

Relationship between job satisfaction and loyalty:

Since the 2000s, the results of many studies in the service industry show that job satisfaction affects employee loyalty to the organization (Abdullah *et al.*, 2009; Turkyilmaz, 2011; Pandey & Khare, 2012; Roozbehani and Nemati, 2013; Mai Ngoc Khuong & Bui Diem Tien, 2013; Majid & Mohammad, 2018; Altanchimeg & Sarantuya, 2018; Zanabazar & Jigjiddorj, 2018). In the health industry, research results on public hospitals in Vietnam show that job satisfaction has a positive impact on a doctor's loyalty (Bui Nhat Vuong *et al.*, 2021). Based on empirical studies, the study proposes the following hypothesis:

H6: Job satisfaction affects positively the loyalty of doctors to the organization.

Organizational performance and its relationship with job satisfaction and loyalty

Organizational results:

Traditionally, the measure of organizational performance has relied heavily on financial performance criteria and it has been criticized for not taking into account non-financial criteria affecting results of organizational activities (Merchant, 1990; Vaivio, 1999). The performance of the organization/ company should cover three specific areas: (a) Financial performance (profit, return on assets, return on investment, etc.); (b) Product market performance (revenue, market share, etc.); and (c) Shareholder and partner benefits such as shareholder profitability, employee turnover and occupational accidents, customer satisfaction, employee earnings (Schnider *et al.*, 2003; Richard *et al.*, 2009; Zanabazar & Jigjiddorj, 2018). The performance of the organization/ company is also reflected in the great potential for future development; enough competitiveness in the market; effectively and efficiently exploit the assets - facilities and the company's brand (Tangen, 2004; Sandu, 2015).

The relationship between job satisfaction - loyalty and organizational performance:

Organizations with more satisfied employees tend to operate more efficiently than organizations with more dissatisfied employees. Employee morale is related to business performance indicators, customer satisfaction and turnover rate (Ostroff, 1992; Ryan *et al.*, 1996). When job satisfaction is higher, job performance and employee loyalty will be higher and customer satisfaction is higher and business productivity/ profitability and growth will be higher (Cost & Gursoy, 2009; Silvestro, 2002; Mafini & Pooe, 2013; Latif *et al.*, 2015). Since the 2010s until now, there have been many studies around the world showing that there is a relationship between satisfaction, employee loyalty and organizational performance (Mafini & Pooe, 2013; Mafini & Pooe, 2013; Guillon & Cézanne, 2014; Jackson *et al.*, 2014; Owadunni & Obalalu, 2015; Chamanifard *et al.*, 2015; Nur *et al.*, 2015; Bakotic, 2016; Murali *et al.*, 2017; Ubaka, 2017; Zanabazar & Jigjiddorj, 2018; Altanchimeg &

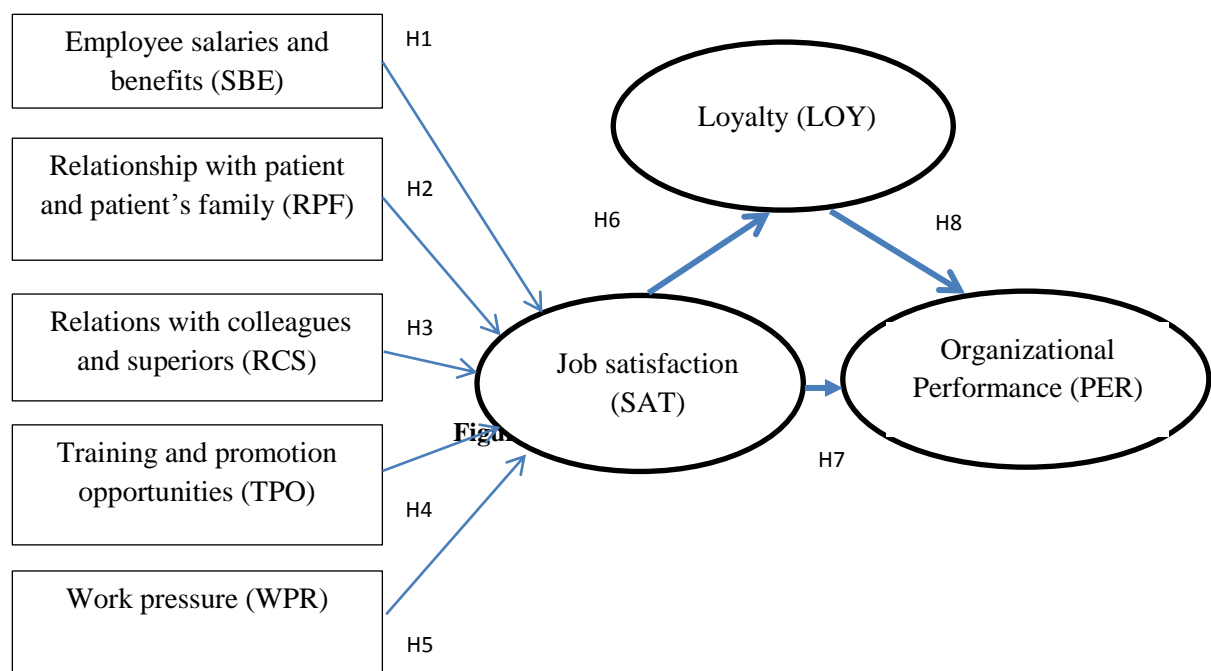
Sarantuya, 2018; Kuzey, 2018; Jigjiddorj *et al.*, 2019). Based on empirical studies, the study proposes the following hypothesis:

H7: Job satisfaction affects positively hospital performance.

H8: Doctor loyalty affects positively hospital performance.

III. Research model

Theoretical review and empirical research are needed for further research to extend the theory, provide more empirical evidence and management implications related to job satisfaction, employee loyalty and outcomes. organization activities. Previous studies highlight insights into the impact of job satisfaction on performance or employee loyalty on performance and measure relationships using Various, independent quantitative models, such as exploratory factor analysis or separate regression models, do not provide an adequate basis for a comprehensive framework for analyzing organizational performance. Therefore, the aim of this study is to extend the findings from previous studies on the relationship between satisfaction, loyalty and performance and to integrate analysis of the relationships in the linear structural model. The research team selected a research model for the University Medical Center of HCMC - Branch 2, Vietnam is as follows:



IV. Research Methodology

Measurement

All scales are adjusted from previous studies to fit the research context in Vietnam. We designed three processes for conducting surveys. First, we surveyed by the method of experts talking with hospital management experts of public hospitals in Ho Chi Minh City. HCMC consists of ten people with at least five years of experience working in the health industry regulatory agencies. They then suggested some adjustments to make sure the questionnaire was suitable for hospitals. Second, pilot survey with 20 doctors working in public hospitals in HCMC. In order to check the survey questionnaire for no errors and appropriate content. The sample was selected based on the respondents' willingness to participate in the study. Third, survey of doctors at the University Medical Center of HCMC - Branch 2, Vietnam. A total of 266 physician respondents filled out the questionnaire.

A five-way Likert scale ranging from "strongly disagree" to "strongly agree" was used to measure all observed variables. To measure the factors affecting job satisfaction, five scales and 22 observed variables were included in the questionnaire. The measurement factors based on research references by Bello *et al.* (2018) and Nam *et al.* (2016) were developed by the authors to be appropriate for Vietnamese conditions based on the results of professional discussions family. To measure "Job satisfaction" and "Loyalty of doctors" and "Organizational performance results" with 11 observed variables were included in the questionnaire. The measurement elements of this scale are based on the judgment of Zanabazar & Jigjiddorj (2018) and developed by the authors in accordance with the Vietnamese health industry as a result of expert discussions. A detailed measurement table of the scale and observed variables is attached in the appendix.

Data collection and processing

Data was collected through direct interviews with 266 doctors working at the University Medical Center of HCMC - Branch 2, Vietnam (Base II) from April to June 2019. After performing data processing, 246 observations were guaranteed to be relevant and used for data analysis.

Since the theoretical model has a set of interrelationships, the Partial Least Squares-Structural Equation Model (PLS-SEM) is used to test the above hypotheses (Anderson & Gerbing, 1988; Kline, 2011), a linear structural analysis was performed according to a 4-step procedure. The model analysis process includes the following steps: (i) Scale quality test; (ii) Exploratory Factor Analysis (EFA); (iii) Confirmatory Factor Analysis (CFA); and (iv) Structural Equation Modeling (SEM). Data analysis is based on SPSS and AMOS software version 20.0.

V. Results

Description of survey

- Gender and educational level: Among 246 doctors surveyed, male gender accounted for 52%. The main qualification of doctors is university degree (76%).

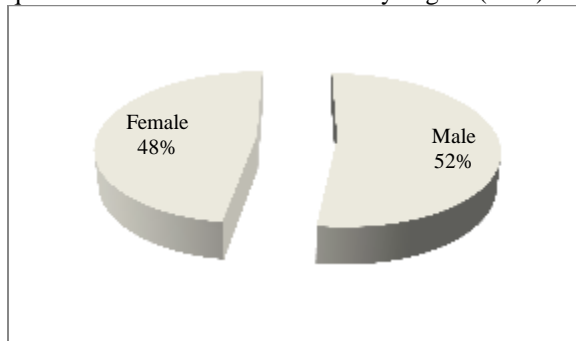


Figure 2: Doctor's gender (%)

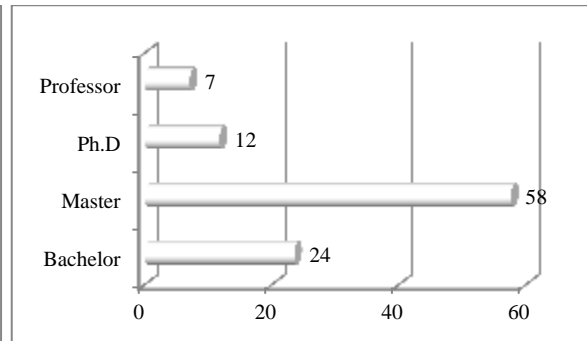


Figure 3: Professional qualifications (%)

- The age and number of years working of the doctor

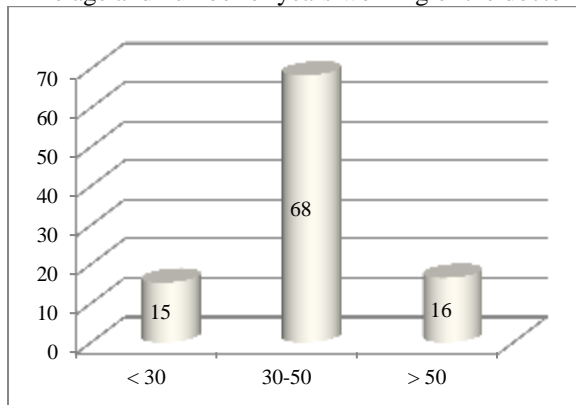


Figure 4: Age of doctors (%)

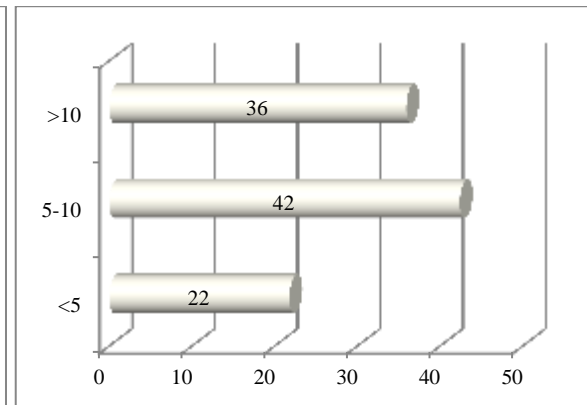


Figure 5: Years of service (%)

The age of doctors is mainly 30-50 years old (68%). Most doctors work for 5 to 10 years (42%).

- Marital status: Most of the doctors are married (81%).

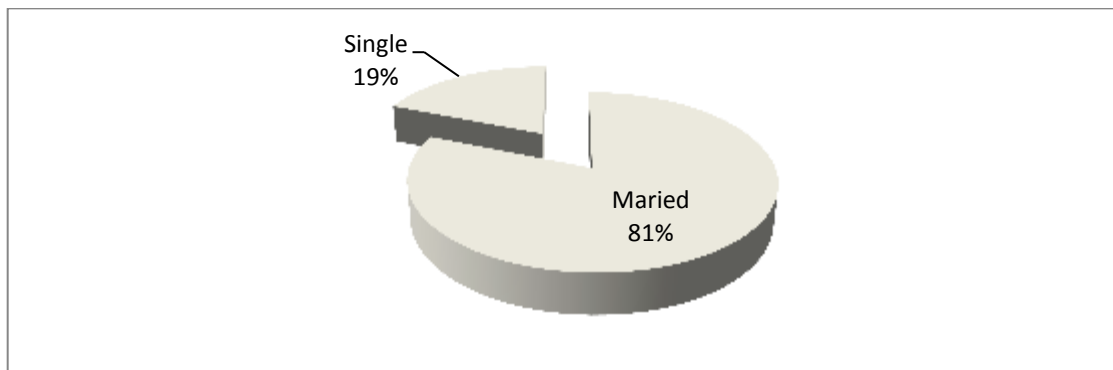


Figure 6: Marital status (%)

Scale reliability analysis

Table 1. Scale reliability test and rejected observed variables

Scale	Observed variables Are excluded	Cronbach' Alpha coefficients	Conclusion
SBE	None	0.800	Good quality
RPF	None	0.864	Good quality
RSC	None	0.840	Good quality
TPO	None	0.835	Good quality
WPR	None	0.840	Good quality
SAT	None	0.843	Good quality
LOY	None	0.851	Good quality
PER	None	0.860	Good quality

The results shown in Table 1 show that: All observed variables satisfy the conditions in the reliability analysis of the scale through Cronbach coefficient > 0.6 and variable-total correlation > 0.3. (Nunnally and Burnstein, 1994).

Exploratory factor analysis (EFA)

Table 2. Pattern Matrix

	Component							
	1	2	3	4	5	6	7	8
RPF5	0.839							
RPF3	0.830							
RPF2	0.818							
RPF1	0.786							
RPF4	0.744							
WPR4		0.806						
WPR2		0.793						
WPR5		0.782						
WPR3		0.781						
WPR1		0.739						
RCS3			0.843					
RSC4			0.837					
RSC1			0.795					
RSC2			0.786					
TPO3				0.832				
TPO2				0.831				
TPO4				0.825				
TPO1				0.769				
SBE4					0.822			
SBE2					0.796			
SBE3					0.780			
SBE1					0.750			
SAT2						0.897		
SAT3						0.861		
SAT1						0.859		
LOY3							0.864	

LOY1				0.864
LOY2				0.806
LOY4				0.792
PER3				0.863
PER4				0.848
PER2				0.839
PER1				0.810
Kaiser-Meyer-Olkin Measure	0.848	0.718	0.817	0.823
Bartlett's Test (Sig.)	0.000	0.000	0.000	0.000
Eigenvalues	1.843	2.285	2.770	2.823
% of Variance	65.229	76.155	69.245	70.577

Note: According to Hair *et al.* (2006), $0.5 < KMO < 1$; Bartlett's test has significance level less than 0.05; Factor Loading of observed variables (Factor Loading) > 0.5 ; extracted variance $> 50\%$ and Eigenvalue > 1 .

The results presented in Table 2 show that the factors affecting job satisfaction are extracted into five factors corresponding to the measured variables of the theoretical model with a total variance extracted 65.984% at Eigenvalue is 1,875; EFA of satisfaction is extracted into three observed variables with extracted variance of 76.288% at Eigenvalue of 2,289. EFA of loyalty is extracted into four observed variables with extracted variance of 68.424% at Eigenvalue of 2,737. EFA of organizational performance is extracted into four observed variables with extracted variance of 72,384% at Eigenvalue of 2,895; EFA results were used using the Promax rotation method.

Confirmatory factor analysis

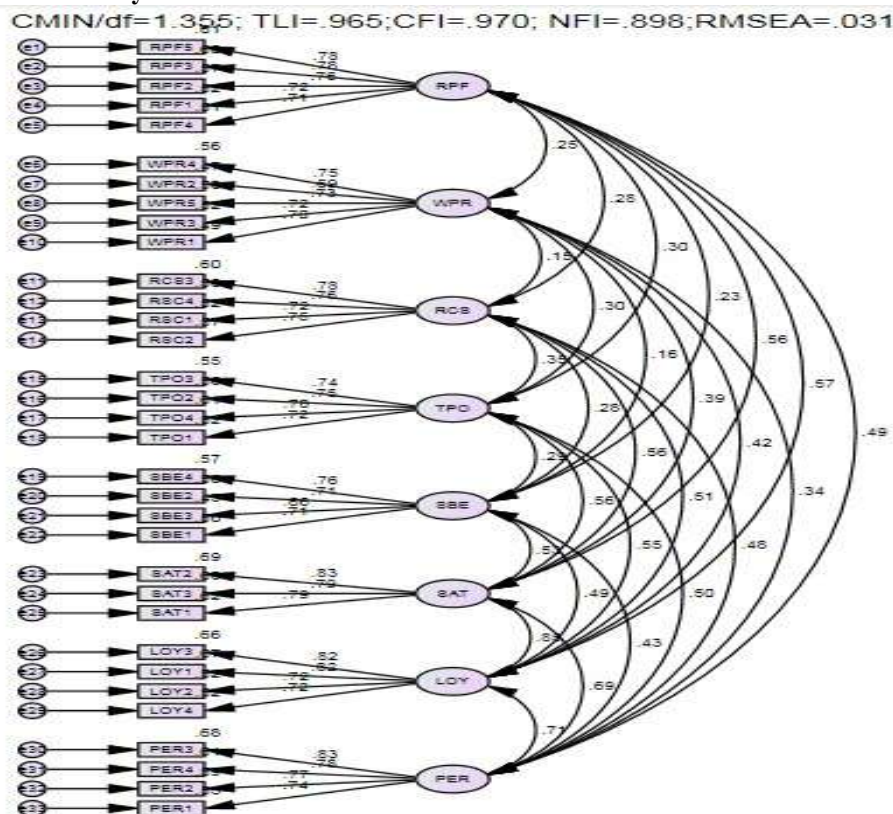


Figure 7: Confirmatory factor analysis results

According to Smith & McMilan (2001), a measurement model that is consistent with the data must be consistent with four measures: (i) Cmin/df; (ii) TLI, (iii) CFI; and (iv) RMSEA. From Figure 7, there are the following results:

Table 3. The fit indices of the CFA

No.	Measures	Indicator Standard value	Model value	Results
1	Cmin/df	$\chi^2/$ d.f. < 3 good fit; < 5 accepted; the smaller the better (Bentler & Bonett 1980; Bagozzi & Jy, 1988)	1,355	Good
2	TLI (Tucker-Lewis Index)	TLI, the closer is to 1, the more appropriate; TLI > 0.90 Consistent; TLI \geq 0.95 is in good agreement (Hu & Bentler, 1998)	0,965	Good
3	Comparative Fit Index	CFI > 0.90; 0 < CFI < 1, the closer to 1, the more suitable (Hu & Bentler, 1998).	0,970	Good
4	Normal Fit Index	NFI, the closer to 1, the more suitable; NFI close to 0.90, accepted; NFI > 0.95 Good fit (Chin & Todd, 1995; Hu & Bentler, 1998)	0,898	Accepted
5	RMSEA (Root Mean Square Error Approximation).	RMSEA < 0.05, the model fits well; RMSEA < 0.08, accepted; the smaller the better (Browne & Cudeck, 1993)	0,031	Good

Table 3 shows that the measurement model is consistent with the data.

Structural Equation Modeling

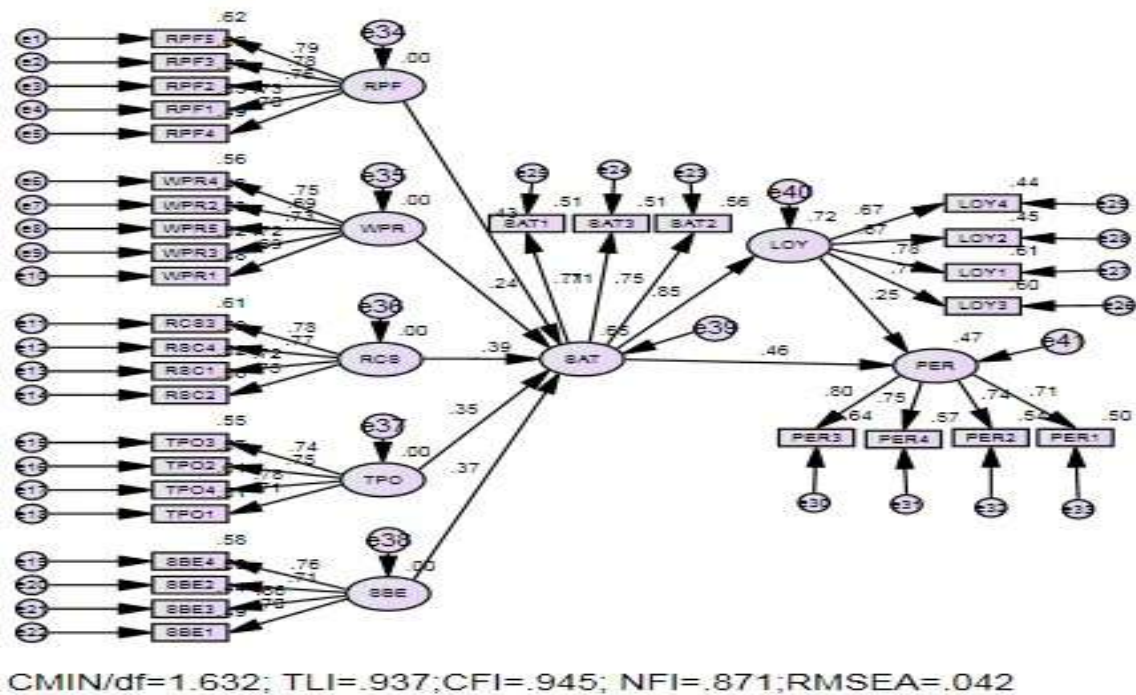


Figure 8: Results of the Structural Equation Modeling

The results presented in Figure 8 show that: the model has a value of Cmin/df = 1.632; TLI = 0.937; CFI = 0.945; NFI = 0.871 and RMSEA = 0.042. This shows that the integrated model fits the data.

Table 4. The model fits the data in this study

Hypothesis		Path		Estimate	S.E.	C.R.	P	Decision
H2	SAT	<---	RPF	0.371	0.046	8.103	***	Accept
H5	SAT	<---	WPR	0.225	0.046	4.942	***	Accept
H3	SAT	<---	RCS	0.386	0.052	7.402	***	Accept
H4	SAT	<---	TPO	0.333	0.05	6.63	***	Accept
H1	SAT	<---	SBE	0.34	0.05	6.858	***	Accept
H6	LOY	<---	SAT	0.873	0.073	11.958	***	Accept
H7	PER	<---	SAT	0.485	0.147	3.291	0.001	Accept
H8	PER	<---	LOY	0.363	0.143	3.171	0.031	Accept

Note: *** (Sig. = 0.000).

The results presented in Table 4 show that: Except for H8, which has a 92% confidence level, the remaining hypotheses are accepted at the significance level ≤ 0.05 or the confidence level is over 95% (According to Brooks & Barcikowski, 1994, a significant correlation between two variables requires Sig. < 0.1).

Table 5. Magnitude of the impact

Impact on SAT					
SAT = f(RPF,WPR,RCS,TPO,SBE)			Regression coefficient	%	Position
SAT	<---	RPF	0.371	22.4	2
SAT	<---	WPR	0.225	13.6	5
SAT	<---	RCS	0.386	23.3	1
SAT	<---	TPO	0.333	20.1	4
SAT	<---	SBE	0.340	20.5	3
Sum			1.655	100	
Impact on PER					
PER = f(SAT,LOY)					
PER	<---	SAT	0.485	57.2	1
PER	<---	LOY	0.363	42.8	2
Sum			0.848	100	

Factors affecting “Satisfaction” in order of influence: RCS, RPF, SPE, TPO, WPR. Factors affecting “Organizational performance results” in order of influence: SAT, LOY. Job satisfaction has a positive impact on doctor loyalty (Table 4).

Discussion and management implication

Firstly, job satisfaction is directly affected by five components: Relationship with superiors and colleagues (RCS), Doctor relationship with patient and patient's family (RPF), Salary and benefits (SBE), Training and promotion opportunities (TPO), Pressure at work (WPR). Therefore, the Hospital needs to pay attention to these five factors, especially the relationship between the doctor and the patient and the patient's family in order to improve the doctor's job satisfaction.

Second, job satisfaction and loyalty positively affect hospital performance. In order to improve the performance of the hospital, it is necessary to pay attention to the job satisfaction and especially the loyalty of the doctors as a key factor for the successful operation of the hospital.

VI. Conclusion

The objective of the study was to determine the relationship between doctor satisfaction and loyalty affecting organizational performance at the University Medical Center of HCMC - Branch 2, Vietnam. Especially in the context of strong competition for survival and development, the issue of high-quality human resources, job satisfaction and especially the loyalty of doctors to the organization is the key for sustainable development of hospitals.

Based on a survey of 246 working doctors and using a linear structural model, the study shows that there are five factors that positively affect the job satisfaction of doctors, including: (i) Relationship with superiors and co-workers; (ii) The doctor's relationship with the patient and the patient's family; (iii) Salary and benefits; (iv) Training and promotion opportunities; (v) Pressure at work (Similar to the results of the study of public hospitals in Calabar, Nigeria by Bello *et al.*, 2018 and the study of the health system in Korea by Nam *et al.*, 2016).

Research results show that job satisfaction has a positive impact on doctor loyalty (Similar to the results of a study on public hospitals in Vietnam by Bui Nhat Vuong *et al.*, 2021). Moreover, the study confirmed that there is a positive linear relationship between satisfaction and loyalty with hospital performance (Similar to the results of Zanabazar & Jigjiddorj, 2018). Research results provide a scientific basis for managers who want to improve organizational efficiency, need to pay attention to the satisfaction and loyalty of doctors to the hospital.

Research limitation and further study

The study has certain limitations. The survey subjects were only taken from a large and prestigious hospital in Ho Chi Minh City, which limits the generalizability of the study. Future research should examine other large hospitals, in other cities, and make comparisons to improve the generalizability of the findings. Moreover, this study only considers satisfaction, loyalty and performance relationships because there are other factors affecting hospital performance that this study has not addressed.

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APPENDIX

Table 6. Measurement scale and observed variables

No	Measurement scale	Code
I	Employee salaries and benefits	SBE
1	Income to cover basic needs of the family	SBE1
2	Income commensurate with work results	SBE2
3	The income is consistent with the income of other public hospitals in the healthcare industry	SBE3
4	Income is distributed fairly according to regulations of the health industry	SBE4
II	Relationship with patient and patient's family	RPF
5	I have regular contact with patients during treatment	RPF1
6	In order to treat a patient well, I have to get to know the patient's family	RPF2
7	In order to treat a patient well, I have to get to know the patient's family	RPF3
8	When handling treatment, I always discuss with the patient's family	RPF4
9	I am always interested in convincing patients to believe in the hospital's treatment	RPF5
III	Relations with colleagues and superiors	RCS
10	Leaders at all levels attach importance to doctors' ability and talent	RCS1
11	Fair and transparent promotion policy	RCS3
12	Interested in training, improving professional qualifications	RCS4
13	The hospital respects – honors doctor's achievements in patient treatment and scientific research	RCS5
IV	Training and promotion opportunities	TPO
14	The hospital is always interested in investing and organizing training to improve the qualifications of its staff	TPO1

15	I am oriented and trained in skills suitable for the job I undertake	TPO2
16	The position of the job depends on the capacity I dedicate	TPO3
17	The hospital supports the time and cost of going to institution to improve qualifications	TPO4
V	Work pressure	WPR
18	I am familiar with the complexity of cases	WPR1
19	I am familiar with the behavior of the patient's family member	WPR2
20	I can adapt to the working time situation of the medical profession	WPR3
21	The hospital creates all conditions for doctors to be on duty all night	WPR4
22	The hospital creates all safe conditions for doctors when performing their duties	WPR5
VI	Job Satisfaction	SAT
23	Willing to complete any job requested by hospital	SAT1
24	Feel the problems of the unit as well as your own problems	SAT2
25	Voluntarily make every effort to improve skills to be able to devote more to work	SAT3
VII	Loyalty	LOY
26	Willingly recommend my hospital as a good place to work	LOY1
27	Intend to stick with this hospital for a long time	LOY2
28	No matter what the changing circumstances, I still work for the hospital	LOY3
29	Willing to recommend hospital products and services	LOY4
VIII	Organizational Performance	PER
30	Employee's income increases steadily every year	PER1
31	The hospital has more customers and prestige in the society	PER2
32	The hospital's assets are expanding	PER3
33	I am proud of the reputation of my hospital	PER4
