

Interrelating Employee Satisfaction & Customer Satisfaction in Healthcare Industry

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ABSTRACT

The healthcare industry is gradually becoming one of the largest growing sectors in India, whether when concerning the employment or the revenue generated by the sector. It is growing at a brisk pace and fulfilling the need and requirements not only of India but the other south Asian countries also.

In the service sector, especially in Healthcare industry, the customer satisfaction would be greatly affected by how the employees behave and the service provided by the employees, so in order to achieve high performance the management needs to focus not only on providing good infrastructure and equipment but also by giving an amazing service by experienced doctors, nurses and staff.

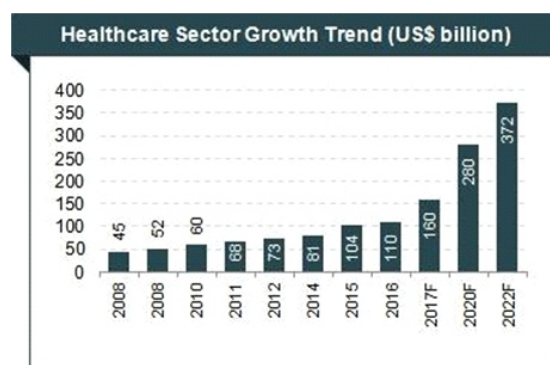
This study is an effort for analyzing how the behavior of staff and level of employee satisfaction affect the experience and the overall satisfaction of customers. It is an attempt to check the interdependence of customer and employee satisfaction and the methods that can improve the customer satisfaction by improving the employee satisfaction.

Keywords: Employee Satisfaction, Customer Satisfaction, Healthcare Industry, Healthcare Services

Introduction

India healthcare comprises world class infrastructure and very innovative talent pool as well. GoI is also investing very heavily as it has announced a lot of AIIMS in several states across the India. According to India Brand Equity Foundation (IBEF) reports, market value of the Indian healthcare industry is an approximate worth of US\$ 100 billion dollars and can be expected to grow to a value of US\$280 billion dollars by the year of 2020, which will account for a major rise in the GDP value for India. There are total 3,598 hospitals and an approx. 25,723 dispensaries all over the country which offers a huge amount of treatments and services in the country.

Fig. 1: Healthcare Sector Growth



Notes: F - Forecast, CAGR - Compounded Annual Growth Rate

Source: Frost and Sullivan, LSI Financial Services, Deloitte, Aranca Research

The hospital and diagnostic centers attracted Foreign Direct Investment (FDI) worth US\$ 4.99 billion between April 2000 and December 2017, according to data released by the Department of Industrial Policy and Promotion (DIPP). There are more than 100 hospitals in Delhi, including Fortis hospital, Moolchand, Columbia Asia, Medanta, AIIMS etc. Delhi is national capital territory but it is also facing a lot of pressure on healthcare infrastructure. Per capita bed availability and doctor availability is still very low. There are 0.9 beds in Delhi per thousand people, which would mean a significantly small value as compared to the huge population, with only 0.7 physicians per thousand people, which would suggest a need not only more hospitals in Delhi but more doctors as well to handle this huge population. In Delhi, there are 66.9% private hospitals and a total of only 33.1% public hospitals. Although a good growth rate in the healthcare industry is projected although, it is small and relatively insignificant when compared to the growing Delhi population.

Review of literature

Employee satisfaction is the level of contentment of employees with their work and their position, while modifying the same definition, customer satisfaction as the level of contentment of customers with their goods and services as well as the contentment with the quality of the goods and services provided by the organization. They are more likely to enjoy and be satisfied with their work if they feel more comfortable and if the management is fair and care about them. Atkins et al. (1996) explained that employee dissatisfaction negatively impacts the quality of care and ultimately has an adverse effect on patient loyalty and in turn hospital profitability. When defining customer satisfaction, it is the level of contentment of the customers with the product or the service provided by any business. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (Kotler & Keller (2009). This study determines the extent to which employee satisfaction relates to the quality of the patient experience. The results show a positive relationship between the satisfaction of employees and the quality of the patient experience in a major urban hospital. Quality improvement activities have shown positive correlation with employee satisfaction (Kammerlind, et al, 2004).

Wagner (2006) established that a primary factor in employee's satisfaction and loyalty to that employer is the employee's relationship with his or her immediate supervisor. Study shows that health care management has to take care of employee satisfaction to improve their loyalty. According to Sharon (2005), there is a relationship between unsatisfied employees and less satisfied customers. The results analyzes that the action plans can be developed for each department to either maintain or increase the satisfaction of both employees and customers.

A study by Vilares & Cohelo (2003) states a relationship between perceived employee satisfaction, employee loyalty, perceived employee commitment and customer satisfaction. Employee satisfaction is an important consideration for operations managers to boost service quality and customer satisfaction (Racheal, 2008).

Janicijevic I, Seke K (2013) studied the correlation between health worker satisfaction and patient satisfaction although it was found the correlation factor in both was very low but despite of low correlation this factor cannot be neglected. It also showed that satisfaction of worker depend upon task or assignment finished by them on given time, that specific variable resulted in indirect form of effective patient satisfaction. it was suggested this factor had significant in managing a health care institution. Alhassan (2013) addressed that motivation of health care worker and quality of care were associated with client satisfaction. Working condition of employee also contribute to the patient satisfaction.

Suzana (2014) analyzed the impact of service quality on customer satisfaction in the healthcare sector depicting a positive relationship.

(Vermeeren, Steijn & Tummers, 2014) Study was conducted in Dutch Care homes, nursing care home, home care centres and it showed importance of HR practices in health care settings. HR practices were directly and indirectly related to the net margin of organization, client satisfaction, and measures on sickness absence.

Fadi EL-J, Randa H, Maha J & Lucie (2014) suggested that accreditation of health care institution as an important perception among employees and this improve patient satisfaction.

Bruno, Dell'Aversana, & Zunino, (2017) Study was conducted related to the workplace social support system and its implication on health of employees and workplace outcome in health care service sector. Finding of study showed that workplace social support system for employee had relationship with higher level of customer orientation.

Alameddine, Bauer, Richter, & Sousa-Poza, (2017) Study revealed that paradoxical relationship exist between job satisfaction and job sickness among German nurses. Trend analysis from 1990 to 2013 was done in study. Trend showed that nurses with higher satisfaction had higher stickiness rate.

Leggat, Karimi, & Bartram, (2017) Study was conducted in which cross sectional survey conducted in metropolitan hospital. It provided empirical evidence on staff perception related to the quality of care in relation of patient satisfaction. Study also reflected that other factors also responsible for patient experience e.g. workplace psychological attitude and other organizational factor.

Rehaman & Husnain (2018) identified that there is relationship between patient satisfaction and employee satisfaction in quality care. The study also showed that there are other factors of employee's behavior that resulted in patient satisfaction. There were factor like empathy (caring attitude, individualized attention), appearance of health care provider.

Guarnaccia, Scrima, Civilleri, & Salerno, (2018) Study described association of job satisfaction and occupational self-efficacy on health of employees that resulted in their overall performance.

Lee, Yu, Sirgy, Singhapakdi, & Lucianetti, (2018) studied and tested a model on employee experiences of workplace could deliver resulted in overall satisfaction of life.

Cherian, Alkhatib, & Aggarwal, (2018) it was found that nurse's satisfaction in workplace was strongly related to the commitment level for organization. The design of study was exploratory in nature. It showed that organization commitment and job satisfaction were important factor that had significant impact on patient satisfaction. Satisfied clients wanted to refer same organization to others.

AL-Mhasnah, Salleh, Afthanorhan, & Ghazali, (2018). The study examined the patient satisfaction and quality of care delivered by health care provider. SERVQUAL model was used to identify relationship between patient satisfaction and quality of care in Jordan.

Aloisio et al., (2018) study suggested that employee level and organization level variable were responsible for job satisfaction in health care professionals and that leads to better quality of care. This study was done in elder care setting (Long term care setting).

(Ghareeb, Said, & El Zoghbi, 2018) The study revealed that employees working in health setting considered accreditation as a positive aspect for the organization and this specific staff perception positively correlated with the quality of care in health care organization. It directly showed attitude of employees directly linked with quality of care in health care organization.

Research methodology

This study is conducted in Mainland hospital (name has been changed) which is one of the prestigious hospitals in Delhi NCR area. It is a unique multi-specialty hospital providing world class quality service ranging across 24 specialties with state of art equipment and facilities.

Objectives of the study

The purpose of the study is to understand that the level of customer satisfaction and employee satisfaction in the organization and how it affects the organization as a whole and the factors that affect the employee satisfaction and the customer satisfaction. It will help the management to increase the level of employee satisfaction while simultaneously increasing the customer satisfaction so as to improve the positives of both employee and customer satisfaction simultaneously while decreasing the negatives.

Research Design and Data collection

This study is exploratory in nature. The study was conducted with two different questionnaires with two different sample sizes, first for analyzing the customer satisfaction with a total of 329 respondents from the patients and second for analyzing the employee satisfaction with a total of 237 respondents from doctors, nurses and general management of the hospital. Convenience sampling was used. Primary data was collected using questionnaire and secondary data was collected using the previous historical data from the hospital. Questions were framed in such a way that the answers reflect the ideas and thoughts of the respondents with regard to level of satisfaction of various determinants of employee satisfaction as well as the customer satisfaction. The customer satisfaction questionnaire as well as the employee satisfaction questionnaire has questions which are in combination of nominal and Likert 5-point scale.

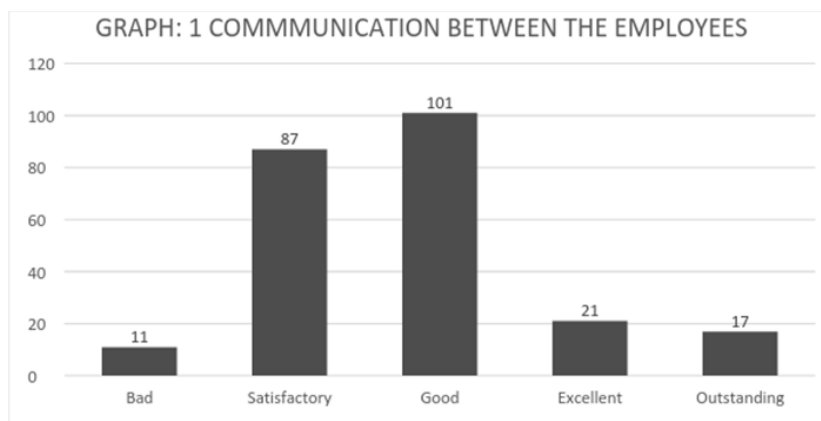
Tools used in analysis

Tools used to analyze are as follows

- Simple Percentage Analysis
- Combined Mean
- Factor analysis
- Multiple Regression analysis
- Correlation

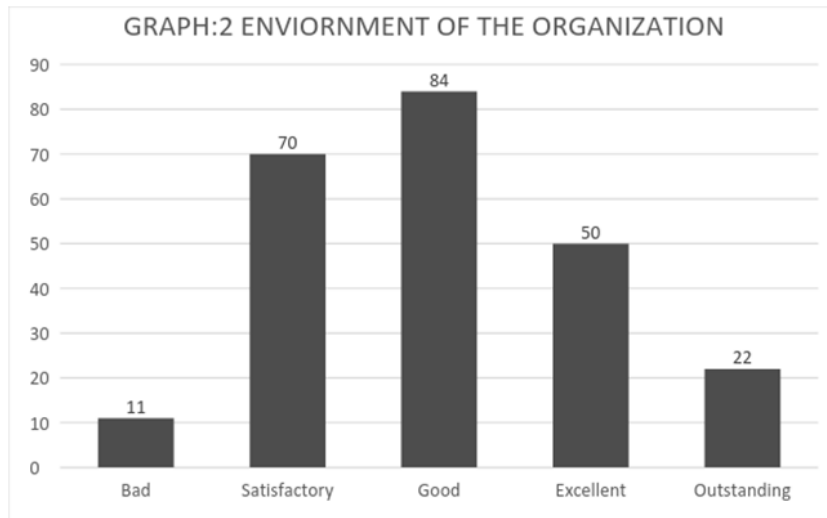
Analyzing employee satisfaction

Communication between the employees



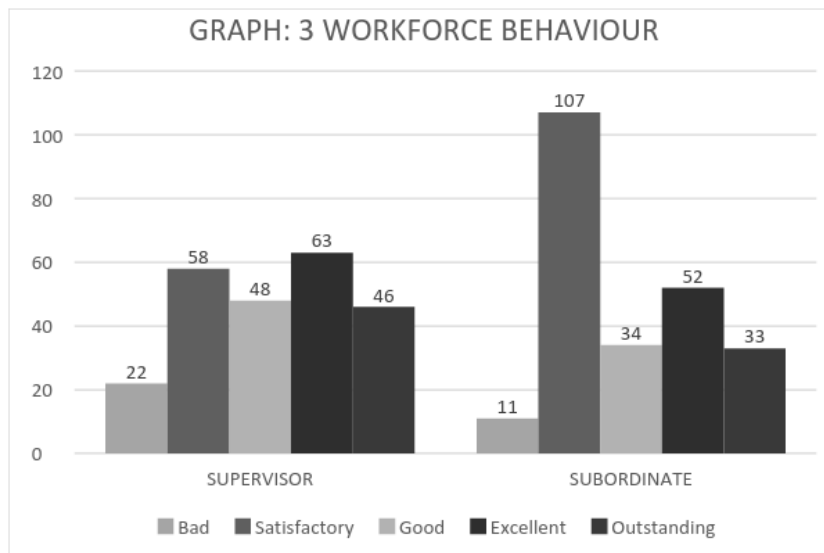
Most of the employees feel that the communication between the employees is good, the satisfaction of employees with respect to communication between the employees is only 55.4% (refer graph 1), and organization needs to focus on this dimension.

Environment of the organization



Respondents felt that the environment of the organization is good, with a satisfaction of 47.8% only (refer graph 2) and the organization needs to focus on this dimension as a good environment can help improve satisfaction. Most of the employees feel that the environment is not at all employee friendly and creates unnecessary stress which sometimes hinders the performance of employees.

Workforce Behaviour



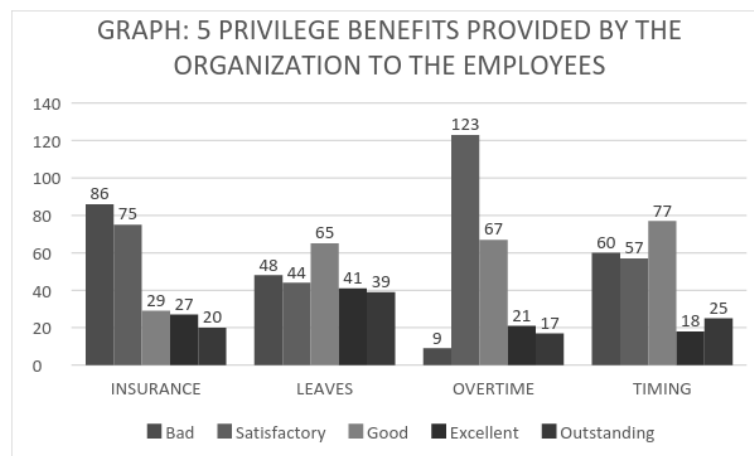
The workforce behavior consists of two aspects: the supervisor behavior and the subordinate behavior. Most employees feel that both the subordinate and supervisor behavior are just satisfactory, with a total satisfaction rate of only 61.4% of workforce behavior (refer graph 3). When comparing there is more satisfaction with the behavior of the supervisor as compared to that of subordinate. This can also be attributed due to low satisfaction with the communication in organization.

Policies



Policies affect the behavior of the employees. Most of the employees' policies are satisfactory, with a total percentage satisfaction is 54.4% (refer graph4). According to the interviews, they feel that the policies are not employee centric and some even confessed that they feel that the policies affect the environment and the behavior of employees.

Privilege benefits provided by the organization to employees



The various aspects when considering privilege benefits are insurance provided for employees, leaves given, overtime facility and flexibility in the timing provided. The employees feel less satisfied with the insurance and the overtime policy of the organization. As the median is 2 for insurance, overtime and bonus it can be said that most of the people are just satisfied them while median is 3 for leaves it can be said that most people feel relatively good about it (refer graph 5). Most of the employees are satisfied with their leaves and timing but the organization needs to improve their satisfaction levels regarding their overtime and insurance policy given to the employees and this can also be seen due to low satisfaction with the policies of the organization

Accomplishment of objectives by the employees



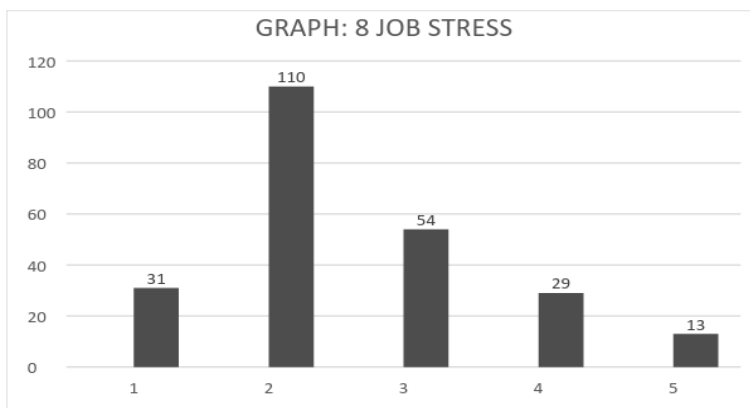
Employees feel that their objectives should be met along with organization objectives. Most of the employees feel good about their duties and, while most feel that their goals are satisfactorily attained.

Preference of employees for another organization



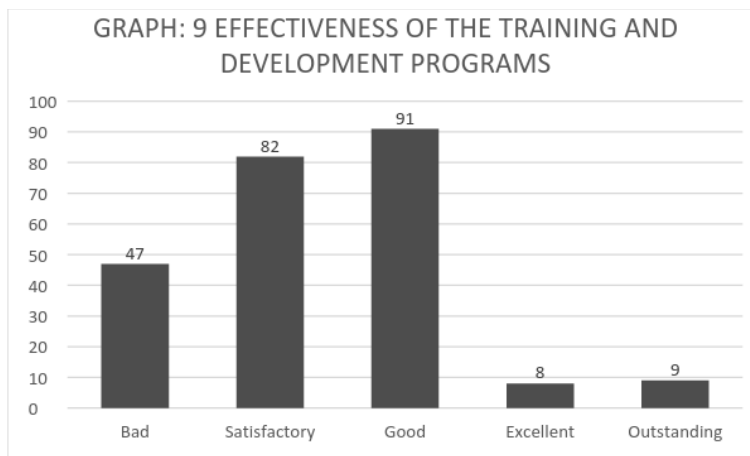
When considering preference of employees for another organization, the satisfaction level is 40%, i.e. people feel a 60% chance that they would switch to another organization (refer graph 7). Most of the employees feel that if they get a chance they would switch to another organization and only few people feel bad about changing to another organization. Most of them felt that reason is poor organization policy (refer graph 4), workforce behavior and less privilege benefits as compared to other organizations.

Job stress



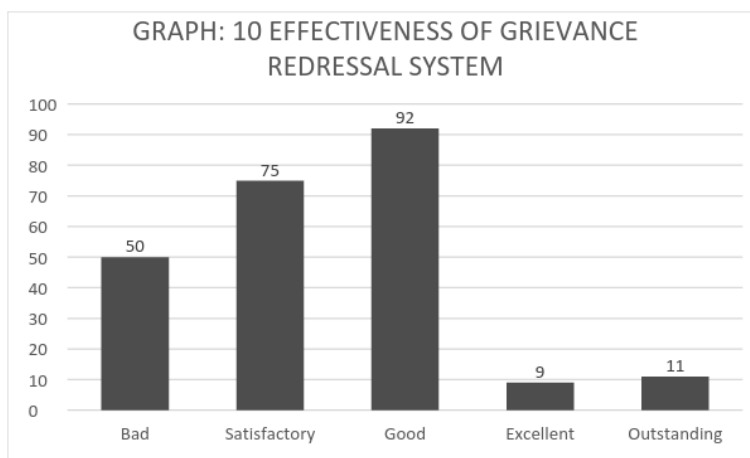
Stress level also affects the employee satisfaction. The employees feel a lot of stress during their job, only 40% population (refer graph 8) feels that the stress level is tolerable in the organization. Most of the employees feel high level of stress in the hospital environment.

Effectiveness of the training and development programs



Most of the employees feel good about their training and development programs, with 60% satisfaction (refer graph 9), most of the employees do feel that the training and development programs in the organization are helpful but still many employees feel that they are just satisfactory when it comes to employee satisfaction.

Effectiveness of grievances redressal system



Most of the employees feel good with a 60% satisfaction (refer graph 10) with the fact that the employees can voice their opinion, although most of the employees feel that grievances redressal system needs improvement and is not at all effective. The organization needs to focus on this dimension as this would help the employees open up and this can improve the satisfaction level of the employees.

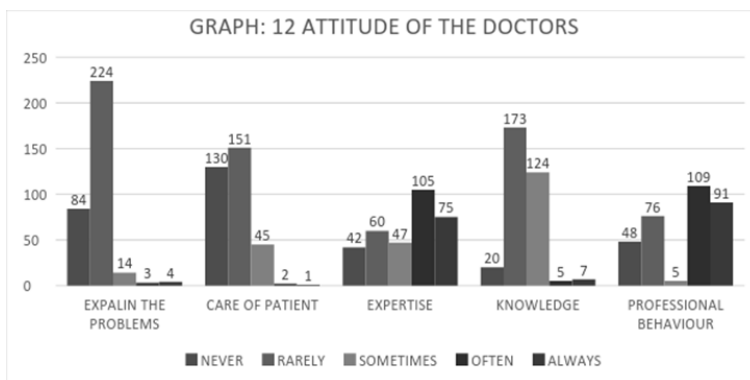
Total satisfaction level of the employees



Very few people are both satisfied and feel a part of the organization at the same time, most of the employees are just satisfied with the organization as a whole with a total of only 50 % satisfaction (refer graph 11). The organization needs to focus on this dimension as this could help increase employee effectiveness and loyalty as well as the organization image in the industry.

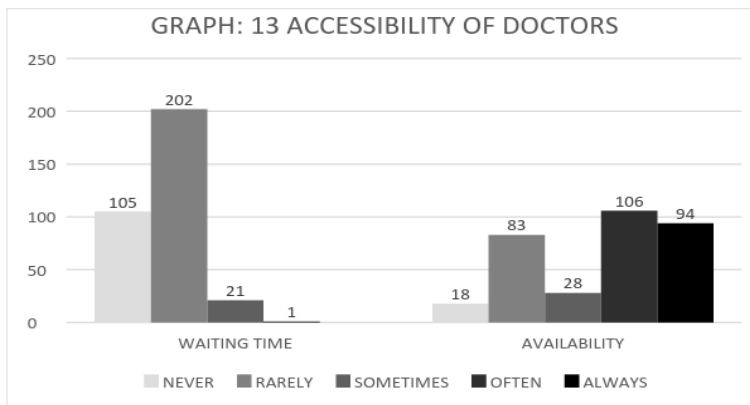
Analyzing Customer Satisfaction

Attitude of the doctors



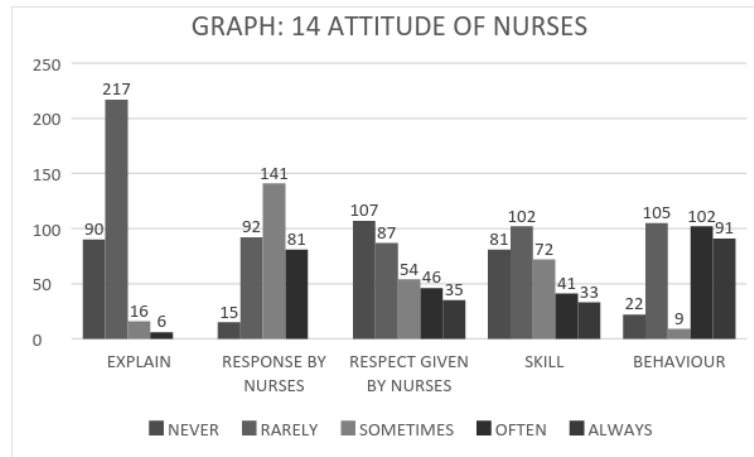
The aspects taken into account when analyzing attitude of doctors are the way doctors explain the problems to patients, care taken by the doctor of the patient, expertise of the doctor, knowledge of the doctor and professional behavior of the doctor. There is a total satisfaction of 56% of all aspects (refer graph 12). The doctors need to explain and care for the patients more as most of the customers do not feel satisfied with these two while it can be concluded that the doctors have good knowledge and expertise and professional behavior of the doctors.

Accessibility of doctors



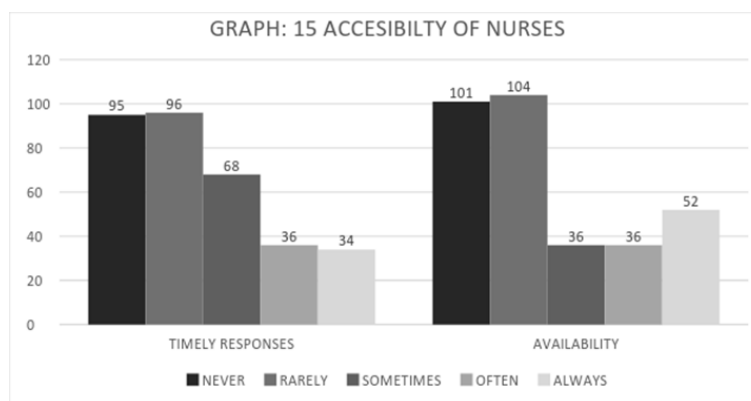
The total satisfaction rate being 60% when considering waiting time and availability of doctors (refer graph 13). Respondents are much more satisfied with the availability of the doctors rather than the waiting time required to meet the doctor. The organization needs to focus on decreasing the waiting time for patients to improve the satisfaction level as very few people are satisfied with the waiting time.

Attitude of the nurses



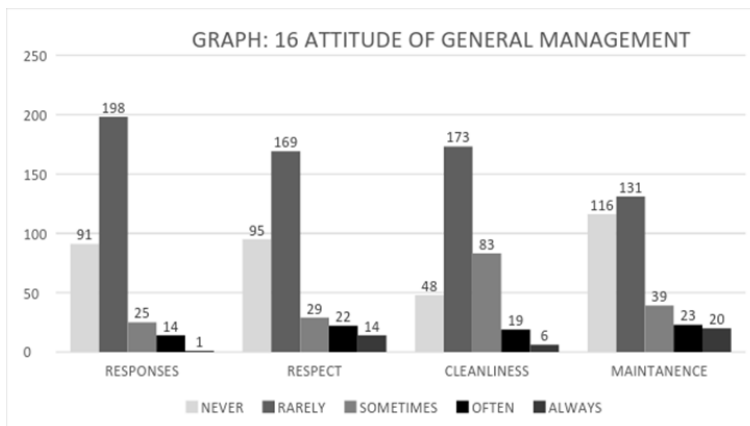
When considering the attitude of nurses, the various aspects taken into account are whether the nurses explain the procedures to the patients, the way they respond, whether they respond respectfully or not, skill of nurses and their behavior. The total satisfaction rate being 60% (refer graph 14). Most of the respondents feel satisfied with the attitude of the nurses, according to them, they feel that even though the nurses are skilled and respectful but they do not explain the procedures well and although they do respond to their queries but they are not too helpful most of the times. The organization needs to focus on this dimension. The nurses need to explain and respond to the patients more while we can conclude that the nurses have good skills and customers are more satisfied with the professional behavior of the nurses.

Accessibility of nurses



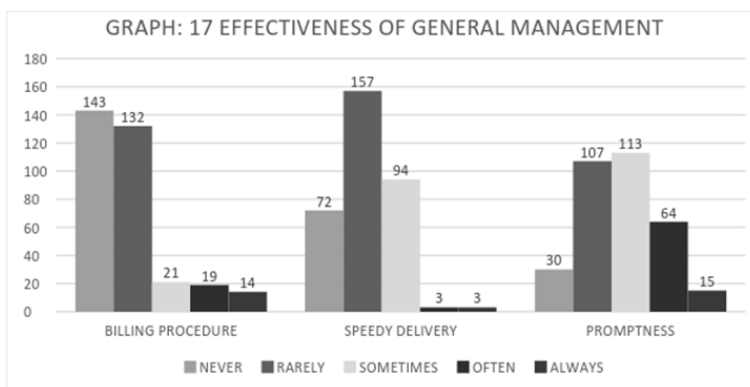
The variables taken into account are the timely responses to critical incidents and the availability of nurses when looking at accessibility of nurses. The total satisfaction rate being 40% (refer graph 15), the organization needs focus on this aspect a lot. The patients felt that even though the nurses are skilled but they are not easily available and they take time in the cases of critical incidents. The organization needs to focus on improving the response time as well as the availability and decrease the waiting time for patients to improve the satisfaction level.

Attitude of general management



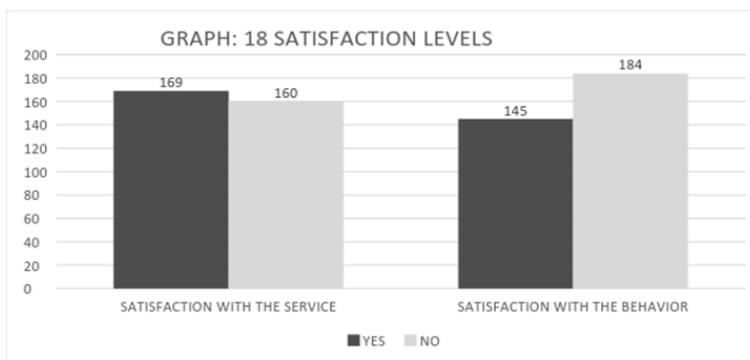
Respondents felt highly dissatisfied with the way the employees respond to the critical situation, the cleanliness, maintenance of the hospital and whether the general management gives respect to the patients or not. The total satisfaction level being 47% with all aspects (refer graph 16). The general management need to improve in every aspect and respect and respond to the patients more while maintaining cleanliness and hygiene.

Effectiveness of general management



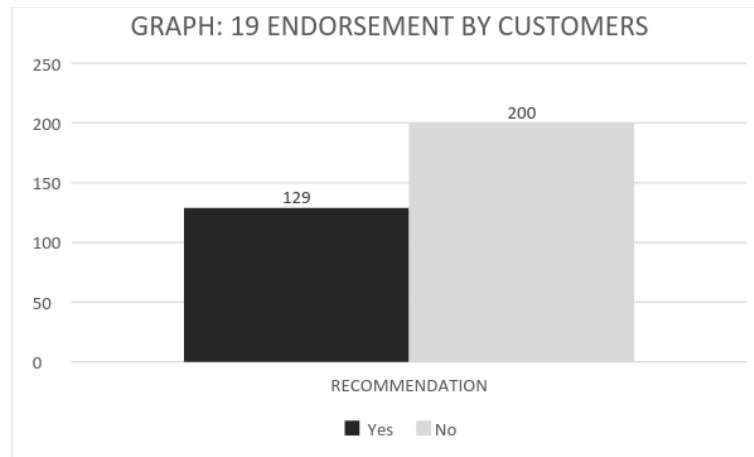
Billing procedure, speedy delivery of services and the promptness of the service by general management are the aspects of effectiveness of general management, and total satisfaction level for all aspects being 50% (refer graph 17), respondents felt that the billing procedures take the organization needs improve, when we focus on the individual charts, they need to focus on improving the response time for their billing procedure as well as the promptness and decrease the waiting time for patients to improve the satisfaction level (refer graph 13).

Satisfaction level with the service and behavior of the staff



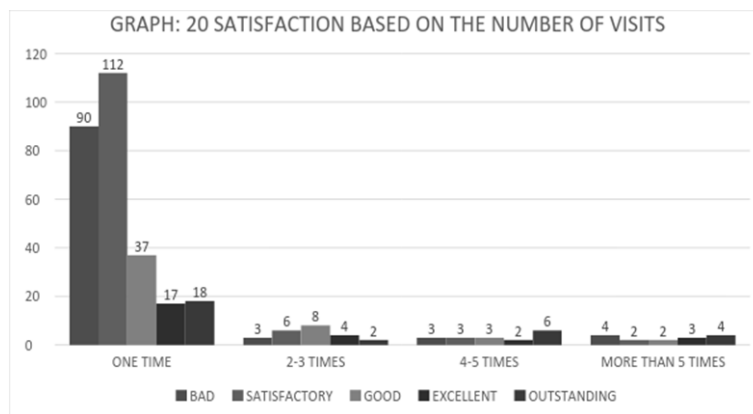
Most of the respondents feel satisfied with the service but when comparing, people who are satisfied and not satisfied are relatively similar in number. While comparing responses with respect to the behavior, the patients feel relatively dissatisfied with the behavior of the employees.

Endorsement of the organization by customers



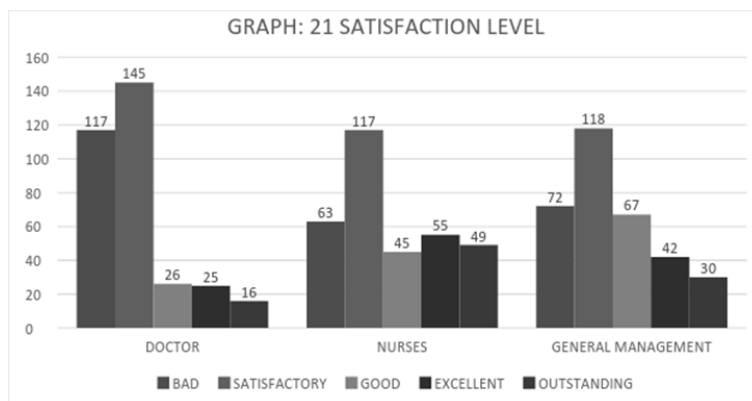
Word of mouth from satisfied employees plays an important aspect for organization marketing. Most of the customers would not recommend the hospital to others as suggested by the response with a percentage of 60% for not recommending (see graph 19). The organization needs to highly focus on this dimension as this might act as a good advertising scheme

Satisfaction of customers based on their number of visits



The customers are not entirely satisfied when they visit the hospital that can be easily reflected by the decrease in the number of patients with the increasing number of visits by the patients, as well as the high number of unsatisfied customers when they first visit the hospital (refer graph 20). The patients when they first visit the hospital, most of them do not feel satisfied with the service and most of them complained in the interviews regarding the late delivery of service and poor behavior of the employees.

Satisfaction Level For Individual Employee Groups



When comparing the satisfaction level with the behavior of the nurses, general management and doctors, we can rank the highest satisfaction is with the nurses, followed by the general management and finally the doctors (refer graph 21).

Analyzing through different tools

Combined mean

Mean can be used as a value to understand the minimum level of satisfaction of the respondents with the particular variable in question. When calculating this value, a total of 49.8% employee satisfaction was observed in the organization (refer the table below).

VARIABLES	PERCENTAGE SATISFACTION
Communication	55.4
Policies	54.4
Salary	49.8
Insurance	47.6
Leaves	58
Overtime	52
Bonus	44.4
Supervisor	64.4
Subordinate	58
Appraisal	46
Environment	47.8
Promotion	56.6
Timing	50
Satisfaction with my duties and responsibilities	52.2
Perform better in another organization	48
Attainment of my personal goals in organization	64.4
Stressed during the job	50
Training and development programs helping in career development	46
Voicing opinion about grievances	48
Satisfaction with organization	48
Important part of organization	50

Table Depicting the percentage of employee satisfaction

A total of 48.6% customer satisfaction was observed in the organization (refer the table below), so it can be easily said that the employee satisfaction does affect the customer satisfaction. The patients also responded in interviews that the employees of the hospital, according to them, did feel dissatisfied with their job.

VARIABLE	PERCENTAGE SATISFACTION
Doctors explaining procedures to patients	36.8
Doctors care for employee	34
Doctors expertise	66.6
Knowledge of doctor	48.2
Waiting time by doctors	34
Availability by doctors	70
Behavior of doctors	67.2
The nurses explaining procedures to patients	36.2
The nurses response to patients	56
The nurses respect the patients	48.6
Timely response by nurses	48.8
	50.4
Nurse's Availability	49.8
Nurse's Behavior	68.2
Response by general management	37.8
Respect given by general management	41.2
Billing procedure by general management	37.7
Speedy delivery by general management	42.2
Cleanliness by general management	45.4
Maintenance by general management	41.1
Promptness by general management	55.4
Follow up done for you	55.3
Staff behaving professionally	57.8
Staff listening to you	53
Satisfied with the behavior of staff	31
Satisfied with the service	29.6
Revisiting and recommending our hospital to other family and friends	32
Experience on the staff behavior	76.4
Experience with doctor	44
Experience with Nurse	54.4
Experience with General management	50.2

Table Depicting the percentage of customer satisfaction

Factor analysis

Using factor analysis, it was computed that both the models were quite robust and statistically significant (refer the tables below).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.719
Bartlett's Test of Sphericity	Approx. Chi-Square	1024.180
	Df	210
	Sig.	.000

Table depicting the KMO and Bartlett's test of employee satisfaction

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.820
Bartlett's Test of Sphericity	Approx. Chi-Square	4286.662
	df	465
	Sig.	.000

Table depicting the KMO and Bartlett's test of customer satisfaction

The total value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.719 which depicts that the model is good and the value of Bartlett's Test of Sphericity has a significance of 0.00 which depicts the model is quite significant.

The total value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.820, we can conclude that the model is quite robust and the value of Bartlett's Test of Sphericity has a significance of 0.00 which depicts the model is quite significant .

The various factors that affect both the levels of employee and customer satisfaction in the organization were computed. They are as follows:

(A) Employee satisfaction:

- Coworkers in the organization
- Growth opportunities
- Duties and responsibilities of the employees
- Salary provided to the employees
- Organization
- Communication between the employees
- Overtime policy

(B) Customer satisfaction:

- Staff care and attitude
- Attentiveness
- Professional attitude
- Interpersonal skills
- Skills of the doctors
- Experience of the customer
- Overall service includes the service of doctors, nurses and general management along with the infrastructure, equipment and other facilities provided in the organizations
- Skills of nurses
- Behavior

Multiple regression analysis

Using multiple regression analysis, the variability in the levels of employee and customer satisfaction in the organization was computed.

A. Employee Satisfaction:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.847 ^a	.717	.709	.35646	.717	83.026	7	229	.000

Table depicting the multiple regression analysis of employee satisfaction

The model indicates a good level of prediction and the independent variables explain 71.1% of the variability of the dependent variable while the adjusted value depicts the accurate variability of 70.9%. The whole model is statistically significant and the overall regression model is a good fit for the data and when looking at the factor separately all the factors are statistically significant except two i.e. overtime and salary.

B. Customer Satisfaction:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.837 ^a	.701	.692	.27590	.701	82.924	9	319	.000

Table depicting the multiple regression analysis of customer satisfaction

The model indicates a good level of prediction and the independent variables explains 70.1% of the variability of the dependent variable while the adjusted value depicts the accurate variability of 69.2%. The whole model is statistically significant and is a good fit for the data. And when looking at the factor separately all the factors are statistically significant except two

Correlation

When correlating the customer satisfaction and the employee satisfaction in the organization, a high correlation of 0.882 is observed between the satisfaction level of the customers and that of the doctors whereas the correlation value was a little low for 0.734 in the case of the nurses and the general management.

		Customer satisfaction with doctors	Customer satisfaction with nurses	Customer satisfaction with general management
Employee satisfaction	Correlation	.882	.734	.734
	SIG.	.000	.000	.000

Conclusion and Managerial Implications

Employee satisfaction and customer satisfaction are an important part for any service organization. Employee satisfaction plays a major role when ascertaining the total satisfaction of the customers with the service provided by the organization. The objective of this study was to examine the relationship between customer satisfaction and employee satisfaction. The research questions were “Is there a significant

relationship between customer satisfaction and employee satisfaction?"; "how will customer satisfaction be affected by employee satisfaction?" "Can we increase the customer satisfaction by only increasing the employee satisfaction?"

A significant relationship between the employee and customer satisfaction can be concluded when comparing both the employee and customer satisfaction in the organization firstly by comparing the combined mean, a total of 49.8% satisfaction of the employees with the organization was observed which is somewhat similar to the total 48.6% customer satisfaction and secondly, it depicts a high correlation value between the employee and customer satisfaction.

The organization should focus on the following dimension to increase employee satisfaction: staff care and attitude, Attentiveness, Professional attitude, Interpersonal skills, Skills of the doctors, Experience of the customer, Overall service, Skills of nurses, Coworkers in the organization, Growth opportunities, Duties and responsibilities, Salary, Organization, Communication between the employees and the Overtime policy, while on the customer satisfaction front, the aspects to keep into account are as follows: attitude and accessibility of doctors, nurses and the general management

Finally, for any organization to succeed both at the employee and the customer front they need to give careful consideration on to how to create a link between employee satisfaction and customer satisfaction as they might achieve the following two Key goals:

- They may increase job satisfaction leading to more productivity and effectiveness
- They may strengthen customer oriented work behavior leading to a more satisfied and loyal customer group.

In sum, organization should focus on employee satisfaction dimensions that employees are affected by and try to can control, influence, and understand them as without such focus, not only will it be unlikely to affect work behavior, but as the research shows it will be likely to generate dissatisfaction in both the employees and customers.

Limitations and directions with future research

The limitations of study lies in the fact that it is only limited to this company and convenience sampling is used which is suitable for small populations only and does not ensure representation of all constituent group of population and sample size may not reflect the total perception of the employees and the customers and the results might differ when used a different method which can be a good lead for future research. In order to create good image, the respondents may have given responses that might differ from reality fearing that the management would take any action against them. There might be other factors and variables other than those taken up in the study that might be a good lead for future research.

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