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Examination of factors affecting job satisfaction of healthcare professionals

Sağlık çalışanlarının iş doyumunu etkileyen faktörlerin incelenmesi

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ABSTRACT

Healthcare professionals play an important role in fulfilling the vital functions of people, and job satisfaction should be maintained while performing these duties. Increasing the quality of care, increasing patient satisfaction, and reducing medical errors could be achieved by improving the job satisfaction of healthcare professionals. It is important to determine the factors that affect the job satisfaction of healthcare professionals and to implement practises that can increase job satisfaction. Individual factors affecting job satisfaction include personality traits, education level, status, experience, work-life balance, stress management, career development, job role fit, workplace relationships, health and well-being, motivation and goals, compensation and benefits, and autonomy. Moreover, organisational factors affecting job satisfaction include the nature of work, working environment and conditions, work colleagues, payment, communication, promotion, occupational safety and violence, awards, and governance. For healthcare professionals providing health services to be satisfied with their work, managers should identify and meet the needs of healthcare professionals, improve the quality of life, and increase motivation of healthcare professionals. This literature review aims to examine the factors that affect the job satisfaction of healthcare professionals.

Keywords: Health, healthcare professionals, job satisfaction, job dissatisfaction

ÖZET

Sağlık çalışanları, kişilerin yaşamsal işlevlerini yerine getirmede önemli rolleri bulunmakta ve bu görevlerini yaparken iş doyumunun yüksek tutulması gerekmektedir. Sağlık çalışanlarının iş doyumunun sağlanmasıyla bakımın kalitesi, hasta memnuniyeti artabilecek ve tıbbi hatalarda azalma mümkün olabilmektedir. Sağlık çalışanlarının iş doyumunu etkileyen faktörlerin belirlenip iş doyumunu artıracak uygulamaların hayata geçirilmesi oldukça önemli olmaktadır. İş tatminini etkileyen bireysel faktörler arasında kişilik özellikleri, eğitim düzeyi, statü, deneyim, iş-yaşam dengesi, stres yönetimi, kariyer gelişimi, iş rolü uyumu, işyeri ilişkileri, sağlık ve refah, motivasyon ve hedefler, ücret ve ek haklar ve özerklik yer almaktadır. Ayrıca, iş tatminini etkileyen örgütsel faktörler arasında işin niteliği, çalışma ortamı ve koşulları, çalışma arkadaşları, ücret, iletişim, terfi, iş güvenliği ve şiddet, ödül ve yönetim yer almaktadır. Sağlık hizmeti sunan sağlık çalışanlarının işlerinden memnun kalmaları için yöneticilerin sağlık çalışanlarının ihtiyaçlarını belirlemesi ve karşılaması, yaşam kalitesini iyileştirmesi ve sağlık çalışanlarının motivasyonunu artırması gerekmektedir. Bu derlemenin amacı, sağlık çalışanlarının iş doyumunu etkileyen faktörlerin incelenmesidir.

Anahtar Kelimeler: Sağlık, Sağlık çalışanları, iş doyumunu, iş doyumusuzluğu

INTRODUCTION

Work is an important part of an individual's life. People's lifestyles and social lives depend on their jobs. Therefore, every individual should have satisfactory work (Neşe & Gündoğan, 2022). The concept of job satisfaction refers to the satisfaction that employees experience when doing their jobs. Job satisfaction is affected by factors such as demographic characteristics of the individual, expectations from life, characteristics of the job, working environment, professional interest, knowledge and requirements, payment, management, and organizational culture (Afşar et al., 2019; Ulaş, 2022).

Low levels of job satisfaction may lead to negative outcomes, such as leaving work early, avoiding tasks, arriving late, leaving work, inefficiency, and an increase in errors. In contrast, a high level of job satisfaction can result in increased self-confidence, high performance, and motivation, fewer complaints and anxieties, and a reduction in negative behaviours like arriving late (Toraman & İzgüden, 2024).

The health sector is one of the most hazardous environments to work in, and people working in this sector may be exposed to various health and safety hazards throughout their work period. Exposure to various infectious diseases, such as hepatitis, HIV, radiation, and long working hours, can be some of the problems faced by healthcare professionals (Arpacioğlu et al., 2021). These negative experiences also affect the job satisfaction of healthcare professionals. Problems such as excessive workload and disruption of the biological cycle cause a decrease in the performance of healthcare professionals, high levels of stress, poor quality of patient care, inefficiency in their work, and the risk of making mistakes. Therefore, job dissatisfaction among healthcare professionals is an issue that should be emphasized because it can disrupt healthcare services (Karaferis et al., 2022; Toraman & İzgüden, 2024).

To conduct this review, the Google Scholar, PubMed, and Scopus databases were searched, and studies published between 2015 and 2024 were considered. To develop a search strategy for this review, articles were searched using the concepts of "healthcare professionals" and "job satisfaction" in these databases using the keywords "health", "healthcare professionals", "healthcare staff", "healthcare workers", and "job satisfaction" in the MeSH Headings. Studies discussing the factors affecting the level of job satisfaction of healthcare professionals and offering solutions to this problem were included

in the review. This review aims to examine the factors that affect the job satisfaction of healthcare professionals.

This review identifies the factors influencing job satisfaction and provides an opportunity to implement measures to develop necessary policies.

1. Definition of Job Satisfaction

Job satisfaction generally refers to the satisfaction of employees with their jobs (Diana et al., 2022; Yüksel Kaçan et al., 2022). It can also be defined as meeting the physical, psychological, and social needs of employees related to their work (Afşar et al., 2019; Öngel & Gerni, 2021). In addition, job satisfaction is related to what one receives and expects from work (Aslam et al., 2022; Mawardi, 2022). Employees develop a mental and emotional attitude because of their work experiences, which is referred to as job satisfaction (Neşe & Gündoğan, 2022). Individuals should be satisfied with their work to be successful, happy, and productive (Çelik & Kılıç, 2019). In the literature, it has been stated that job satisfaction is influenced by the individual characteristics of individuals and organizational factors (Afşar et al., 2019).

2. Importance of Job Satisfaction

Individuals spend most of their lives in their work environment and can reflect on all the positive and negative events they experience there, not only in their work environment but also in their social life. If individuals' physical, psychological, and social needs are not met, job dissatisfaction may arise, which could negatively affect their physical, mental, and life satisfaction (Arslanoğlu et al., 2020; Olaniran et al., 2022).

An employee who is happy with his/her job can focus on his/her job professionally, which enables him/her to perform much better (Hwang, 2019). Job satisfaction is important for every profession, but it is especially crucial for healthcare professionals because of their responsibility for protecting and maintaining the health of society, as well as their intense working conditions (Ulaş, 2022).

The satisfaction of healthcare professionals affects patient safety and satisfaction. In a study conducted by Turgu et al. (2018) on patient and physician job satisfaction, it was found that patient satisfaction levels were positively correlated with physicians' job satisfaction levels. Moreover, there is a positive relationship between job satisfaction and quality of

care (Karaferis et al., 2022). Job satisfaction affects the social life of healthcare professionals and the services they provide. In case of job dissatisfaction, healthcare professionals may face many physical and psychological problems, such as increased smoking, alcohol use, deterioration in family relationships, communication problems, and burnout syndrome (Yüksel Kaçan et al., 2022). For individuals providing health services to be satisfied with their work, managers should determine the needs of the institution and meet these needs while ensuring the quality of life and motivation of the employees. Therefore, improving living and environmental conditions to ensure healthcare professionals' job satisfaction is needed (Almıaçık et al., 2020; Hassoy & Özvurmaz, 2019).

3. Job Satisfaction and Causes of Job Dissatisfaction

Job satisfaction directly affects individuals' productivity. High job satisfaction in life is essential for the psychology of the employees, the success of the organisation they work for and the welfare of society. The results of job satisfaction directly affect individuals and organisations. As long as job satisfaction is high, employee efficiency increases, and the success of individuals and their organisations increases (Tamer, 2019). By ensuring job satisfaction, more positive benefits can arise in people's duties, roles, and relationships with others in the working environment (Küsbeci, 2022). Increased levels of self-confidence, life satisfaction, and job satisfaction could result in decreased levels of stress and burnout. In cases where this is the opposite, it may affect the happiness and welfare of individuals and lead to low life satisfaction (Neşe & Gündoğan, 2022).

Job satisfaction can affect the social life of healthcare professionals and their work life. Work-life balance means that people's work and social lives are balanced, and job satisfaction is essential. Job satisfaction is an important factor that also affects burnout. High job satisfaction reduces burnout (Şüküroğlu et al., 2023). In the case of job dissatisfaction, individuals could encounter many negative situations both in the working environment and individually (Alhaqqas & Sulaiman, 2024; Choi & Joung, 2017). A high level of job satisfaction is related to success, performance, productivity, and commitment to the organisation. In addition, healthcare professionals with low job satisfaction may have perceptions such as they are not cared for, do not see themselves as part of the team, are not sufficiently encouraged, and cannot fully participate in the decision-making process. This situation may have negative effects on both team performance and the

provision of health services of the institution (Özşaker et al., 2020). It can also negatively affect the behaviour, physical, and mental health of healthcare professionals. The emergence of psychological disorders may increase unhealthy habits, such as smoking and alcohol (Kışmir & İrge, 2020).

4. Factors Affecting Job Satisfaction

Many factors, such as the job itself, working hours, working conditions, salary, promotions, demographic characteristics, managers, colleagues, human resources development, leadership style, and level of stress, can affect job satisfaction (Almıaçık et al., 2020; Bhardwaj et al., 2021).

Factors affecting job satisfaction are analysed under 2 main headings: (1) individual factors and (2) organisational factors.

4.1. Individual Factors

Individual factors affecting job satisfaction include personality traits, education level, status, experience, work-life balance, stress management, career development, job role fit, workplace relationships, health and well-being, motivation and goals, compensation and benefits, and autonomy.

4.1.1. Personality Traits

Individual personalities affect the work environment and the work environment affects individual personality. This indicates that personality has a significant effect on job satisfaction. Healthcare professionals who are responsible, extroverted, and balanced have a higher level of job satisfaction (Hassoy & Özvurmaz, 2019; Polatçı ve ark., 2020).

4.1.2. Education Level

Healthcare professionals with higher level of education have a greater job satisfaction than those with lower level of education (Öztürk et al., 2020). However, the existing literature is not consistent on this issue. For instance, Özşaker et al., (2020) found that the job satisfaction of healthcare professionals with higher education levels is actually lower (Özşaker et al., 2020). This discrepancy may be due to employees having higher expectations related to success, materiality, and status as a result of their education received. When the expectations of healthcare professionals are not met, their level of job satisfaction may decrease (Oralhan & İbili, 2019).

4.1.3. Status

It was determined that there is a relationship between job satisfaction and job status. It was observed that

healthcare professionals in senior management had higher job satisfaction (Öztürk et al., 2020). In a study by Çelik and Kılıç, it was found that healthcare professionals working as managers had higher job satisfaction than other healthcare professionals (Çelik & Kılıç, 2019). In different studies, health professionals with higher professional status were observed to have lower job satisfaction levels than those with lower status (Hidiroğlu et al., 2019; Lu et al., 2016).

4.1.4. Experience

As healthcare professionals gain experience in their work, they can increase their experience and solve problems encountered in the working environment, which can increase job satisfaction (Küçükkendirici et al., 2017). In some studies, job satisfaction has been observed to increase with more years of experience. This may be due to increased seniority and high expectations (Gönültaş et al., 2018). Additionally, it was also stated that an increase in individuals' experiences and their ability to produce solutions to problems they encounter due to an increase in years of experience (Çelik & Kılıç, 2019). In a study conducted by Afşar et al. to examine job satisfaction among nurses of different generations, it was found that the job satisfaction level of health professionals with more professional experience was higher than those with less experience. This is attributed to the perspective of healthcare professionals on the profession and their professional competencies (Afşar et al., 2019). On the contrary, some studies have shown that job satisfaction among healthcare professionals decreases with increasing years of experience among healthcare professionals (Şakoğlu & İlhan, 2018). With increased experience, job satisfaction among healthcare professionals increases. It was determined that healthcare professionals without experience have unrealistic expectations and take risks for which they are not authorized.

4.1.5. Work-Life Balance

Work-life balance could be explained as providing satisfaction in social life and the work environment by reducing role conflict. When working individuals cannot organise their family and social life while meeting the requirements of the job, work-life conflict occurs and job satisfaction may decrease. In particular, shift work and long hours for healthcare professionals have a significant effect on work-life

balance and job satisfaction (Palabıyık & İşözen, 2021).

4.1.6. Stress Management

The fact that healthcare professionals experience high levels of stress and sometimes cannot manage this stress. In a study that examined the effect of stress on job satisfaction, as the stress level increased, the job satisfaction level of healthcare professionals decreased (Tamer, 2019). It may be possible to observe a decrease in job satisfaction, burnout, turnover, and quality of patient care due to the inability of healthcare professionals to cope with work stress (Bingöl et al., 2024). In Büyükaşlan and Eriş on emergency department staff, it was found that stress significantly affects job satisfaction. This situation may lead to a decrease in the quality of health services provided by healthcare personnel, not only healthcare professionals, and may cause some negative effects on patients (Büyükaşlan & Eriş, 2019). Exposure of healthcare professionals to excessive stressors in the work environment affects physical and mental health and negatively affects job satisfaction (Solmaz & Solmaz, 2017). Therefore, organising a series of trainings on stress management for healthcare professionals may have positive effects on increasing job satisfaction levels and improving the quality of care (Karakuş, 2019).

4.1.7. Career Development

The proper planning and execution of training and development activities, which have an important place in the careers of healthcare professionals, can have an important effect on increasing the job satisfaction of healthcare professionals (Bulut & Özdemir, 2024). In the study conducted by Kılınç, training and development activities within the scope of career management had positive effects on job satisfaction of healthcare professionals (Kılınç, 2020). In a study conducted by Srinivas et al., (2022) on nurses in Wales, it was determined that nurses having more opportunities for learning and personal development had a higher level of job satisfaction (Srinivas et al., 2022).

4.1.8. Job Role Fit

Individuals who love their jobs and those who find their job suitable for them are more efficient and productive, their job satisfaction may be higher (Afşar et al., 2019; Hassoy & Özvurmaz, 2019). In a study conducted on nurses, the job satisfaction levels of most nurses who find their job role suitable for them were high (Günday et al., 2022).

4.1.9. Workplace Relationships

Communication problems, social judgments, conflicts, inadequate and negative relationships with colleagues and managers may affect job satisfaction. When healthcare professionals establish good relationships in the working environment, they can establish positive relationships with patients and patients' satisfaction with nursing care increases (Aylaz et al., 2017).

4.1.10. Health and Well-being

Healthcare professionals make great efforts to ensure that individuals who receive healthcare services are healthy, but intense working conditions may cause healthcare professionals to neglect their health and well-being (Nayak & Sahoo, 2015). Healthcare professionals can be negatively affected not only physically but also psychologically. Because of all these negative effects, the health and well-being of healthcare professionals and their job satisfaction are also affected (Saygılı et al., 2016).

4.1.11. Motivation and Goals

Motivation and job satisfaction are crucial for healthcare professionals. Healthcare professionals are concerned with the diagnosis, treatment, and rehabilitation of patients receiving services. The negative effects of healthcare professionals with low motivation and job satisfaction may be directly reflected in the service provided to patients. In addition, the fact that individuals have certain goals can also affect their motivation, which can increase job satisfaction (Çelik & Karaca, 2017).

4.1.12. Compensation and Benefits

Compensation and benefits significantly affect healthcare professionals' job satisfaction levels. Studies have found that compensation and benefits increase job satisfaction among healthcare professionals and their performance (Ramli, 2018).

4.1.13. Autonomy

Autonomy in the professional sense can be defined as "the ability to practise one's profession in accordance with one's education, to manage, define and control one's own activities". Autonomy is also important for healthcare professionals to ensure a healthy working environment (Amini et al., 2015). In a study conducted by Labrague et al. (2018) among nurses, it was observed that nurses' ability to fully apply their nursing knowledge and skills led to positive job satisfaction (Labrague et al., 2018).

4.2. Organisational Factors

Organisational factors affecting job satisfaction include the nature of work, working environment and conditions, work colleagues, payment, communication, promotion, occupational safety and violence, award, and governance.

4.2.1. Nature of Work

The existing literature found that work characteristics such as unit, number of shifts, and working hours had a significant effect on job satisfaction (Gönültaş et al., 2018). According to a study conducted by Bahar et al., it was determined that the job satisfaction levels of healthcare professionals who work continuous day shifts are higher than those of healthcare professionals who work continuously on call (Bahar et al., 2015). In a study conducted by Hassoy and Özvurmaz, (2019) on healthcare professionals, the job satisfaction of healthcare professionals with weekly working hours of 40 hours or less was found to be high (Hassoy & Özvurmaz, 2019).

4.2.2. Working Environment and Conditions

The physical working environment and conditions significantly affect the job satisfaction of healthcare professionals. Unfavorable working environments such as noise, hazardous environments, high or low temperatures, excessive use of physical force, and dangerous working environments are important factors that reduce job satisfaction (Küsbeci, 2022; Şakoğlu & İlhan, 2018). The fact that intensive care services are extremely busy, noisy, complex and contain too many stressors can reduce job satisfaction. Likewise, the risky surgical areas and long working hours cause stress and low levels of job satisfaction (Özşaker et al., 2020). It has been determined that healthcare professionals working in internal units have higher job satisfaction than those working in units such as surgery and emergency departments (Çelik & Kılıç, 2019). There is also a decrease in the job satisfaction levels of healthcare professionals working in emergency departments, where high workload, stress, death, disability, pain, and sad events are frequently encountered (Palazoğlu & Koç, 2019). Job satisfaction levels of healthcare professionals working in COVID-19 clinics were found to be low (Özaydın et al., 2022). The pandemic has caused healthcare professionals to experience depression, anxiety, and insomnia, leading to decreased job satisfaction (Özaydın et al., 2022).

4.2.3. Work Colleagues

Along with the working environment, the fact that the people with whom healthcare professionals work are helpful, respectful, supportive, and motivating can be considered factors that increase job satisfaction (Şakoğlu & İlhan, 2018). The support of colleagues is believed to make healthcare professionals feel safe and increase job satisfaction (Günday et al., 2022).

4.2.4. Payment

The level of income significantly affects the job satisfaction of healthcare professionals (Alnıçık et al., 2020). In the studies conducted, the fact that lower income leads to low levels of job satisfaction (Neşe & Gündoğan, 2022). If healthcare professionals are satisfied in terms of salary, healthcare professionals may be motivated and their work performance may increase (Gökaslan & Kanad, 2020; Palazoğlu & Koç, 2019). If individuals think that the payments they receive are inadequate and unfair, their job satisfaction may decrease (Şakoğlu & İlhan, 2018). In some studies on healthcare professionals, the job satisfaction level of those who were satisfied with the payment received was also high (Günday et al., 2022). In a study by Afşar et al. (2019), the most important issues healthcare professionals are dissatisfied with are working conditions and payment (Afşar et al., 2019).

4.2.5. Communication

Communication between patients and healthcare professionals is particularly important in providing healthcare services. Effective communication and problem-solving abilities could increase the level of job satisfaction (Üstün & Cezlan, 2021). In a study conducted by Gausvik et al., the ability of healthcare professionals to communicate with the patient and the patient's family increased the quality of patient care and patient satisfaction, thus increasing the job satisfaction of healthcare professionals (Gausvik et al., 2015). At the same time, working in a communication environment where healthcare professionals can easily express ideas and opinions about work can increase job satisfaction levels (Toraman & İzgüden, 2024). Effective communication training can improve healthcare professionals' job satisfaction of healthcare professionals (Ulaş, 2022).

4.2.6. Promotion

The promotion provides healthcare professionals with social status and financial support. The possibility of promotion has a positive effect on job satisfaction. Studies on healthcare professionals have observed

that having promotion opportunities increases job satisfaction (Günday et al., 2022). The job satisfaction level of healthcare professionals working in hospitals with few promotion opportunities is low (Kışmır & İrge, 2020). In a study conducted by Küçükkendirci et al., it was determined that the most important factor that negatively affected job satisfaction of healthcare professionals was promotion opportunities (Küçükkendirci et al., 2017).

4.2.7. Occupational Safety and Violence

Occupational safety plays an important role in ensuring occupational health (Ekingen, 2021). In particular, healthcare professionals may face many negative situations that may threaten occupational safety, such as needle-pointing, infectious diseases, falls, and verbal/physical violence. Creating a safe environment could increase both the quality of health services and the levels of job satisfaction of healthcare professionals (Solmaz & Solmaz, 2017). Currently, incidents of violence have increased, especially in environments where health services are provided. This situation causes healthcare professionals to feel insecure, and accordingly, their job satisfaction level is negatively affected. Experiencing violence in the workplace causes healthcare professionals to experience loss of workforce and burnout, decreased job satisfaction, and low work efficiency (Esen & Aykal, 2020). In a study by Bahar et al., the job satisfaction levels of healthcare professionals who experienced violence were lower than those of other healthcare professionals (Bahar et al., 2015). Providing a peaceful environment will increase job satisfaction and provide more effective health care would be possible (Hidroğlu et al., 2019).

4.2.8. Award

Rewarding healthcare professionals fairly would have a positive effect on job satisfaction. Rewards can be listed as salary increases, appreciation, praise, promotion, job security, increasing responsibility, improving the working environment conditions, providing status, performing important tasks, and making common decisions (Öztürk et al., 2020; Şakoğlu & İlhan, 2018). At the same time, a high level of job satisfaction is an important factor in reducing burnout and turnover among healthcare professionals (Tu et al., 2024). In a study of mental healthcare professionals in a mental health service in Australia, rewards and recognition, job control, feedback, and involvement were found to be associated with lower levels of burnout, lower turnover, and higher levels of job satisfaction (Scanlan & Still, 2019).

4.2.9. Governance

Management has a significant influence on the job satisfaction of healthcare professionals. Better management, protecting the rights of employees, and healthcare professionals who participate in management and express their opinions can have a higher level of job satisfaction (Hıdıroğlu et al., 2019). In a study conducted by Toraman and İzgüden, it was found that healthcare professionals with high levels of job satisfaction can more easily communicate the problems they encounter at work to management, whereas healthcare professionals with low levels of job satisfaction cannot share their problems with the management (Toraman & İzgüden, 2024).

5. Job Satisfaction during the Post-Pandemic

The pandemic has greatly affected the physical and psychological health of healthcare professionals and deteriorated work balance. Healthcare professionals have been on the front lines during the pandemic and have faced intense workloads, including adapting to new protocols that have never been implemented before and coping with trauma (Kinman et al., 2020). At the same time, healthcare professionals are exposed to unfavorable situations such as high risk of infection, long working hours, lack of personal protective equipment, and frequent shift changes (Noorland et al., 2021). Due to all these problems, job satisfaction among healthcare professionals has significantly decreased (Kailay et al., 2024). Therefore, the level of job satisfaction among healthcare professionals is affected by the pandemic worldwide. It is very important for management to improve working conditions and to carry out studies on taking the necessary measures for the safe and healthy work of the employees (Mladenović-Ranisavljević et al., 2024).

6. Job Satisfaction of Healthcare Professionals

Healthcare professionals play an important role in fulfilling the vital functions of people, and job satisfaction should be maintained while performing these duties. Improving the quality of care, increasing patient satisfaction, and reducing medical errors could be possible by ensuring the job satisfaction of healthcare professionals (Bilgin et al., 2019). Also, it can be expected that healthcare professionals with a high level of job satisfaction would be more compatible and productive, have a sense of responsibility, and increase the success of their profession (Güdücü Tüfekci et al., 2015). Job satisfaction also significantly affects the life satisfaction of healthcare professionals. In a study conducted by Sönmez Belli and Yıldırım, it was

observed that healthcare professionals with good physical and mental health have a higher level of job satisfaction, and health is an important factor of life satisfaction (Sönmez Benli & Yıldırım, 2017). In a study by Çelik and Kılıç, it was determined that as job satisfaction increases, occupational burnout decreases, and quality of life increases (Çelik & Kılıç, 2019).

In cases in which job satisfaction is not achieved, healthcare professionals may leave their jobs. With a high patient load, factors such as fatigue, sleep disorders, stress, unhappiness, and an inability to spare time may cause health professionals to leave their jobs (Roney & Acri, 2018). Healthcare professionals' job dissatisfaction can negatively affect patient safety (Ulaş, 2022).

In a study conducted by Ejigu et al., on healthcare professionals, 48.6% of the employees were satisfied with their jobs but generally had low levels of job satisfaction in terms of promotion, payment, and job security (Ejigu et al., 2023). In a study conducted by Neşe and Gündoğan on health professionals working in prehospital emergency health services, they found that the anxiety levels of healthcare professionals were high and job satisfaction levels were low. Factors such as intensive working environment, excessive workload, inadequate staff, and service in some cases cause increased work stress and low job satisfaction (Neşe & Gündoğan, 2022). In a study conducted by Arpacıoğlu et al., the job satisfaction levels of healthcare professionals were found to be low due to the fear of infection, uncertainty, disruption of routine life, and physiological and psychological effects caused by the COVID-19 process (Arpacıoğlu et al., 2021).

In general, the problems experienced by healthcare professionals in the institutions they work in have a significant effect on job satisfaction. With a lack of job satisfaction, individuals may face many problems related to their environment. Increasing the job satisfaction of healthcare professionals working under difficult conditions is critical for both their success and the provision of quality care service (Eraydın et al., 2021).

CONCLUSION

It is known that healthcare professionals face many negative physical and psychological problems in their workplaces (Naldan et al., 2019). In this context, when the literature is examined, there are many studies that reveal that the job satisfaction levels of healthcare professionals are lower than expected due to these problems they experience in their work environments

(Afşar et al., 2019; Gönültaş et al., 2018; Neşe and Gündoğan, 2022; Yüksel Kaçan et al., 2022). Therefore, to reducing the physical and psychological problems faced by healthcare professionals, it is important to identify and implement other practices that can increase their job satisfaction levels (Naldan et al., 2019).

Recommendations to increase the job satisfaction of healthcare professionals:

- Attention to problems and expectations,
- Conducting orientation programmes for new healthcare professionals (Afşar et al., 2019),
- Organising training and certificate programmes for healthcare professionals (Yüksel Kaçan et al., 2022),
- Planning working conditions to provide a better quality of care (Güdücü Tüfekci et al., 2015),
- Ensuring adequate and fair payment levels (Hassoy & Özvurmaz, 2019),
- Reduce long working hours for healthcare professionals.
- Eliminating the shortage of healthcare professionals and providing qualified healthcare professionals.
- Establish clear job descriptions of healthcare professionals in relation to their professions.
- Protecting healthcare professionals from workplace stress and violence. Taking necessary measures to increase their job satisfaction (Büyükaşlan & Eriş, 2019),
- Ensuring adequate number of staff and improving working conditions (Eraydın et al., 2021),
- It may be useful for managers to evaluate the job satisfaction of healthcare professionals and the factors affecting it at certain time intervals and planning appropriate interventions (Bingöl et al., 2024).

In a study conducted by Maniscalco et al., (2024) motivating healthcare professionals, realising goals, considering demands, and encouraging personal growth and development led to increased work engagement, organisational commitment and job satisfaction. Accordingly, the realisation of the above-mentioned suggestions may be important for ensuring the job satisfaction of healthcare professionals (Maniscalco et al., 2024).

Managerial regulations related to the working environment of healthcare professionals and the improvement of environmental factors affect job satisfaction. It is also recommended to conduct in-depth studies on factors that affect job satisfaction among healthcare professionals. The results of the

studies could inform policy-makers and healthcare managers to implement appropriate interventions to improve the job satisfaction of healthcare professionals.

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