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FACTORS AFFECTING EMPLOYEE PERFORMANCE AND THEIR IMPACT ON EMPLOYEE SATISFACTION IN HOSPITALS: *A SCOPING REVIEW*

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Abstract

Delivering high-quality healthcare services relies on the performance of hospital staff. Various determinants, both internal and external, significantly impact this performance. While optimal performance typically fosters employee satisfaction, suboptimal performance can result in dissatisfaction, subsequently diminishing the overall organizational effectiveness of the hospital. The objective of this scoping review is to identify the factors influencing hospital employee performance and their satisfaction. This study adopted the Preferred Reporting Items for Systematic Reviews and Meta-Analyses extension for Scoping Reviews guidelines. Literature searches was performed across three major databases: Scopus, PubMed, and ProQuest databases. 1,332 literature items identified from the selected databases. The quality of the literature was assessed using the Joanna Briggs Institute Critical Appraisal Tools. Fifteen literatures included in this review was of medium quality (score 7-8) and high quality (score 9-10) This review identified factors affecting hospital employee performance. Internal factors affecting employee performance include emotional intelligence, work stress, digital stress, work-family conflict, benefits, housing, rewards, satisfaction, and spirituality. External factors affecting employee performance include environment, hospital type, organization, performance management system, work conflict, flexi-time, open communication, toxic leaders, planning, and team focus. It was concluded that a holistic understanding of these variables is essential for hospital management to enhance service quality and organizational performance.

Keywords: *Employee Performance; Hospital; Employee Satisfaction*

1. Introduction

Organizational objectives are fundamentally achieved through the contribution of employee performance (Werdhiastutie et al., 2020). This concept is defined as the extent to which employees successfully fulfill the duties and responsibilities mandated by the organization (Simanjuntak, 2011). Performance is also the result achieved by employees for their work according to certain criteria that apply to a particular job.

Health care is a highly labor-dependent sector. Efficiency and equity in these services depend heavily on the commitment of employees in carrying out their duties. Positive motivation among employees is acknowledged as the key impetus for increased productivity. Given that individual needs and wants are unique, they must be addressed, as these elements are closely associated with

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exhibited behaviors and individual preferences. Moreover, employee conduct is subject to the influence of social, cultural, and environmental work factors. Hence, the motivation of healthcare staff is reflected in their professional actions and subsequently impacts the overall system outcomes of healthcare delivery. (Karaferis et al., 2022)

Hospitals are an important factor in determining the quality of health services. Employee performance is influenced by many factors. Employee satisfaction is considered a direct outcome of successful performance. This satisfaction, as a performance consequence, is contingent upon a diversity of factors, including individual characteristics, organizational structure, and external environmental influences.

Job satisfaction is important for the company, because employees in the company organization are an important aspect in determining the results of organizational or company goals (Hasibuan, 2011). Employee satisfaction with their work is expected to increase work morale, dedication, love, employee loyalty to the company (Kirana & Ratnasari, 2017). Employees who are satisfied with their jobs will try their best with all their abilities to complete their jobs, so that employee performance increases (Rahayu and Srihastuti, 2018). The more employees who are satisfied with their work, the employee performance will increase (Prasetyo and Marlina, 2019). Employee performance does not appear by itself, but companies must play an active role in managing and improving employee performance (Pallawagau, 2020). Companies need to take a good look at measuring employee performance, so that employee performance can be improved and the goals of a company are achieved.

The purpose of this study was to **examine** and **synthesize** the factors that affect hospital employee performance and the resultant effect of these factors on employee satisfaction.

2. Methods

This scoping review utilized the Preferred Reporting Items for Systematic Reviews and Meta-Analyses extension for Scoping Reviews (PRISMA ScR) Guidlines to summarize the literature search process. The primary objective was to identify the factors influencing employee performance and their satisfaction. The first author conducted the literature search and data extraction, while the second author reviewed the manuscript draft to ensure alignment with the research question.). Literature searches were conducted in databases such as PubMed, Scopus, and Proquest with a maximum search date of September 30, 2024. Study selection was evaluated based on methodological quality and relevance to the research focus. The following search strategies were used: "influencing factors" and "employee performance" or "hospital employees" and "employee satisfaction". The search was restricted to full text literature published in English between 2020 and 2024, the study population being all hospital employees, both medical and nonmedical.

From all relevant literature from the selected databases, citations and reference lists were checked for additional publications. Full-text literature was manually selected and retrieved. The 1332 studies identified from the selected database were then entered into the Rayyan ai application for identification of duplication. The authors selected studies based on title and abstract and thereafter, based on the completeness of the literature text. The quality of the literature was assessed using the Joanna Briggs Institute Critical Appraisal Tools (JBI) by the author. The literature included in this review was of medium quality (score 7-8) and high quality (score 9-10). For each literature that met the criteria, it was included in Table 1. The literature data was extracted and entered into the table using Microsoft Excel. The authors also used the Mendeley application to create citations and bibliographies. Factors affecting hospital employee performance and their impact on employee satisfaction were obtained from the 15 selected literatures.

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3. Result and Discussion

Out of 1332 literatures identified from the selected database, the authors found 10 literatures were duplicated and deleted before screening. After screening the titles, abstracts, and full-text literature, fifteen relevant literature were ultimately included in the scope of this study. (Figure 1).

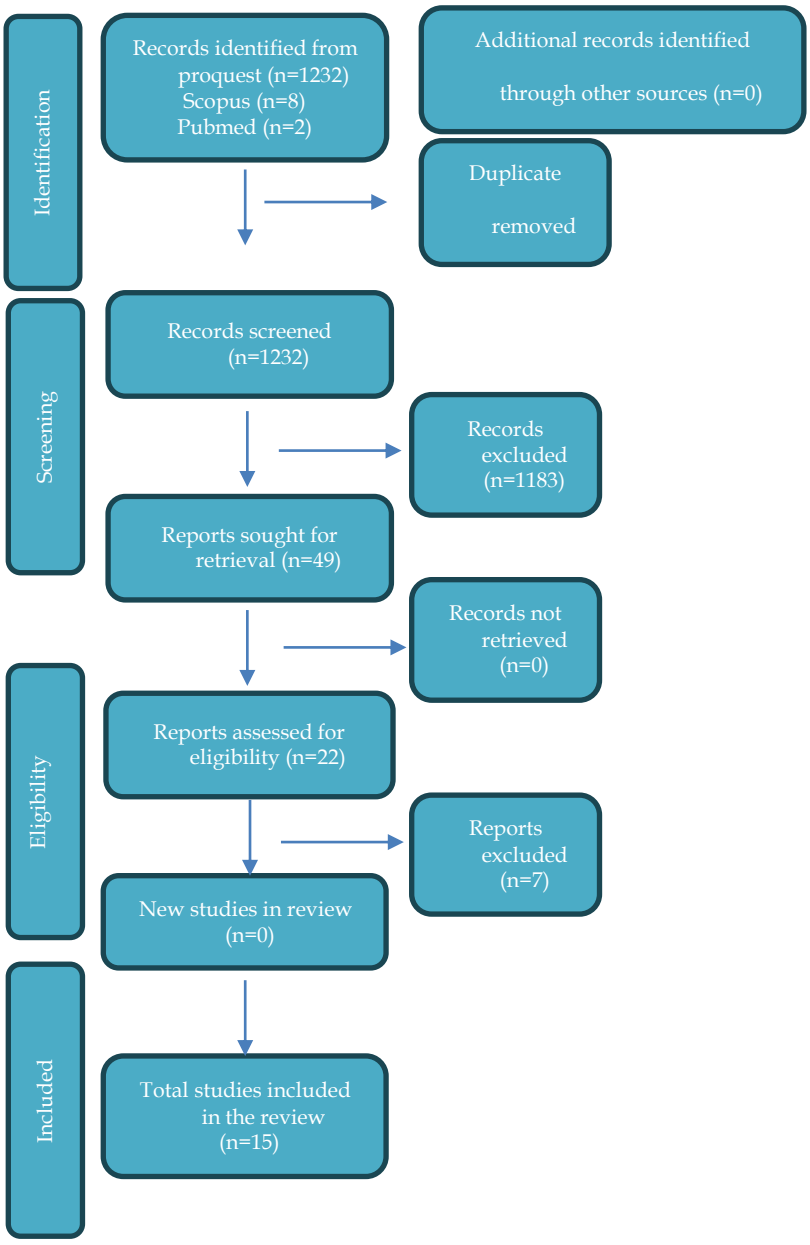

***Figure 1**. PRISMA for Scoping Review*

Li et al. (2024) conducted research in Sichuan, China, revealing that clinicians' satisfaction regarding clinical pathway implementation exerts a dual impact: it directly enhances job performance and indirectly boosts it by mediating work engagement in public hospital settings (Li et al., 2024). Therefore, public hospital managers need to pay attention to clinicians' evaluation and perception of clinical pathway implementation. This includes adequate measures, such as providing strong organizational support and creating a

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supportive environment for clinical pathway implementation. Furthermore, focusing on teamwork to increase clinician satisfaction can further improve job performance.

Managers should prioritize improving employee work engagement to enhance clinician performance. According to a study by Bowen Xue et al. in Guangzhou, this study examined factors affecting decent work among nurses and their relationship with work engagement and turnover intention (BowenXue et al., 2024). Research conducted by Alayoubi et al. (2022) at Al Awda Hospital in Palestine demonstrated a significant statistical correlation between various dimensions of occupational stress and the performance levels of nursing staff. This study recommends that senior management at Al-Awda Hospital pay attention to all dimensions of work stress, elements that contribute to improving nurses' job performance, and their impact on improving job performance at Al-Awda Hospital (Alayoubi et al., 2022).

Similarly, Bernburg et al. performed an initial evaluation focusing on the prevalence of digital stress and the availability of digital resources among emergency physicians in Germany. Understanding and mitigating these stressors is essential to promote the well-being of physicians and ensure optimal patient care. As digitalization processes will continue to increase, the need for preventive support measures in the face of technology-induced stress is clearly visible and should be expanded in clinics. By integrating such support into daily hospital life, medical staff in emergency units can better focus on patient care and reduce stress factors that may be related to digital technology (Bernburg et al., 2024).

Research in a South African hospital found that nurses who felt valued and worked in an environment with a clear code of ethics tended to show high commitment, which can be interpreted as good performance (Kau et al., 2024).

A study by Rhyu K et al. in South Korea suggests to facilitate better spiritual care delivery by nurses, specific strategies must be developed. These approaches should target the cultivation of workplace spirituality within the hospital setting, which is key to improving individual spiritual well-being, encouraging compassionate conduct, and lowering the incidence of nurse burnout (Rhyu et al., 2023).

Another study in Egypt by Farghaly et al. highlighted the organizational performance is affected by the working conditions for nurses. Therefore, strategies should prioritize the development of a culture that facilitates open communication and the systematic removal of any form of toxic leadership behavior present in the hospital environmen (Farghaly Abdelaliem & Abou Zeid, 2023).

Poor time management related to hospital employee performance was studied by Chanie et al. in Ethiopia. Hospital employees' time management was strongly correlated with organizational planning, institutional policy, the structure of compensation and benefits, formal performance appraisals, and employee residence (Chanie et al., 2020).

The study by Tyokwe & Naicker (2021) in Cape Town, South Africa, showed that a performance management system can be an effective tool for measuring employee performance, although its implementation needs further evaluation (Tyokwe & Naicker, 2021).

Alawi et al. conducted research in Bahrain highlighting that polychronicity, job autonomy, perceived workload, work-family conflict, and high work demands are critical factors influencing the turnover intention of healthcare employees during COVID-19. Furthermore, high work demands significantly moderated the relationship between work-family conflict and turnover intention (Alawi et al., 2023).

Job satisfaction is a factor often associated with performance. This is evident in studies by Li et al. and Mahendra & Kurniawati. Li et al., showed that nurses's satisfaction with clinical pathway implementation affect their performance, both directly and indirectly through work engagement (Li et al., 2024). Mahendra & Kurniawati found that flexi-time can improve employee performance directly and indirectly through worklife balance and job satisfaction (Mahendra & Kurniawati, 2024).

Individual factors have the most significant influence on the effectiveness of QCC implementation. Among individual factors, the utility perception dimension with the greatest

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influence had a positive effect on work ability and morale, employee needs, the management mechanism, and cultural construction (Zhang et al., 2022).

Nursing care quality is compromised by high workload, which acts through the mechanisms of implicit rationing, reduced job satisfaction, and increased emotional exhaustion. Nurse managers are required to prioritize the quality of care and its influencing elements. By routinely monitoring these factors and deploying optimal strategies, the overall quality of nursing care can be effectively elevated (Maghsoud et al., 2022).

The results of Hamza Khraim's research in Ukraine showed that emotional intelligence has a significant impact on job performance. Furthermore, the findings on each dimension of emotional intelligence indicated that all four emotional intelligence dimensions (self-emotional appraisal, others' emotional appraisal, regulation of emotions, and use of emotions) have a significant impact on job performance (Khraim, 2023).

A study conducted in Ethiopia reported that job satisfaction was notably low among health professionals working in both private and public hospital sectors, with the lowest levels specifically observed within public hospitals. Health policymakers and hospital managers need to develop and institutionalize evidence-based job satisfaction strategies, considering the factors that influence health professionals' job satisfaction (Geta et al., 2021).

Various factors influence hospital employee performance. This scope review identified emotional intelligence, work stress, digital stress, work-family conflict, benefits, housing, rewards, satisfaction, and spirituality as internal factors influencing employee performance. Environment, hospital type, organization, performance management system, conflict, flexi-time, open communication, toxic leaders, planning, and team focus were identified as external factors influencing employee performance.

Discussion

This scoping review mapped the existing literature to identify the multifaceted factors influencing hospital employee performance. The results indicate that employee performance is multifactorial, rather than being determined by a single antecedent. Performance is, instead, the consequence of an intricate interaction between intrinsic (individual) and extrinsic (organizational) factors.

Internal Factors: Psychological and Emotional Well-being Individual attributes play a critical role in performance outcomes. Emotional intelligence was identified as a significant predictor of job performance, with self-regulation and emotional appraisal being key components (Khraim, 2023). This aligns with findings on spirituality; enhancing spiritual well-being and compassionate behavior can reduce burnout and improve care quality (Rhyu et al.; 2023). Conversely, unmanaged stress—whether general work stress (Alayoubi et al., 2022) or technology-induced "digital stress" (Bernburg et al.)—negatively impacts performance. This highlights the need for hospital administrators to support the mental and spiritual health of clinicians, particularly in high-pressure environments like emergency units.

The Role of Satisfaction and Engagement Job satisfaction and work engagement act as crucial mediators. Li et al. (2024) demonstrated that satisfaction with clinical pathways enhances performance indirectly through work engagement. Similarly, Bowen Xue et al. (2024) linked decent work is observed to lead to both elevated work engagement and diminished employee turnover intention. However, satisfaction levels vary by context; for instance, health professionals in public hospitals reported significantly lower satisfaction compared to private sectors (Geta et al., 2021), suggesting that ownership type influences the baseline of employee morale.

External Factors: Organizational Environment and Leadership The organizational environment serves as the foundation for performance. Leadership style is pivotal; toxic leadership behaviors must be eliminated to foster open communication and organizational performance (Farghaly Abdelaliem & Abou Zeid, 2023). Furthermore, a clear ethical code and a feeling of being valued lead to higher commitment among nurses (Kau et al., 2024).

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Management Systems and Job Resources Structural factors, including workload and time management, heavily dictate performance quality. High workloads and work-family conflict are significant drivers of turnover (Alawi et al., 2023) and can lead to the rationing of nursing care (Maghsoud et al., 2022). To mitigate this, flexible working arrangements (flexi-time) have been shown to improve work-life balance and subsequent performance (Mahendra & Kurniawati, 2024). Additionally, tangible factors such as compensation, benefits, housing (residence), and effective performance management systems remain fundamental requirements for optimizing time management and accountability (Chanie et al., 2020; Tyokwe & Naicker, 2021).

Research Limitations

Most studies used a cross-sectional design, making it difficult to determine cause-and-effect relationships between variables. The research was conducted in various countries with different contexts, so generalizing the research results needs to be done carefully.

4. Conclusion and Suggestion

The performance of hospital personnel emerges from a multifaceted interplay of internal and external determinants. Consequently, enhancing performance requires hospital administration to adopt a holistic strategy that addresses; increasing job satisfaction and work engagement, through organizational support, a conducive environment, and efforts to improve work-life balance and flexi-time. Effective stress management, addressing work stress and digital stress with preventive measures and support. Individual aspect development, encouraging emotional intelligence, spirituality, and employee appreciation. Strengthening organizational environment, implementing effective performance management systems, encouraging open communication, promoting teamwork, and eliminating toxic leadership culture. Optimizing time management and workload, through good planning and supportive policies.

By comprehensively understanding and managing these factors, hospitals can create a work environment that not only supports employee well-being but also significantly improves the quality of services and overall organizational performance. Hospital leaders and policymakers need to consider these factors in efforts to improve healthcare worker performance. Further research is needed to determine the cause-and-effect relationships between variables that affect healthcare worker performance. Research in various countries with different contexts is needed to strengthen the generalization of results.

The performance of health workers is influenced by various factors, including job satisfaction, work engagement, working conditions, stressors both from self, family and digital (environment), work ethic climate, workload, spirituality, emotional intelligence, leadership, work stress, and time management. Improving these factors can create a positive work environment, improve performance and employee satisfaction. Hospital leaders and policy makers need to pay attention to these factors in an effort to improve the performance of health workers. Further research is needed to determine the cause-and-effect relationship between variables that affect the performance of health workers. Research in different countries with different contexts is needed to strengthen the generalizability of the results. Given the emerging theme of technostress, further studies are warranted to explore how specific hospital information systems (HIS) or Electronic Medical Records (EMR) design features correlate with clinician efficiency and burnout. Since the review highlighted disparities between public and private hospital settings (e.g., in Ethiopia), future comparative studies should investigate which performance management strategies work best in resource-limited public institutions versus private facilities. Future research should link employee performance factors (like satisfaction) directly to patient clinical outcomes (e.g., mortality rates, infection rates), not just self-reported job performance.

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