EXPLORING DETERMINANTS OF JOB SATISFACTION AMONG HEALTHCARE WORKERS IN MANCHESTER

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Abstract

This study explores the determinants of job satisfaction among healthcare workers within Manchester NHS Trusts, emphasizing their critical role in improving healthcare delivery and organizational outcomes. Using a mixed-methods approach, the research investigates factors such as leadership styles, workload, professional development opportunities, work-life balance, and organizational culture. Findings highlight that leadership effectiveness, particularly transformational and collaborative styles, significantly influences job satisfaction by fostering motivation and reducing burnout. Similarly, organizational support for professional growth and flexible working arrangements enhances employee engagement and retention.

Moreover, on reverse effect, insufficient staff members, prolonged workloads and no prospects of advancement are key detras. Purpose and personal fulfillment rank as intrinsic motivators, together with competitive compensation and recognition as extrinsic motivators of morale sustainability. The most important element of such a system is an organizational culture that supports the mental health and acceptance of mental illness.

In particular, leadership training programs, equitable task distribution, stress management and promotion of rewarding systems are actional recommendations. In addition to that, it is also important to promote work life balance with work flexible scheduling and promotion of career development by extending horizon. The objectives of these strategies are to minimize the number of turnovers, to improve employee well being, and to improve patient care quality. While the conclusions are based on Manchester, they are universal to other healthcare institutions, and provide a model through which these issues can be addressed and led to an increase in job satisfaction within other healthcare work environments.

Chapter 1: Introduction

Job satisfaction of healthcare workers is one of the most important factors that may affect the quality of care delivered, with implications for employee retentions and the efficiency of healthcare system. Indeed, determinants of job satisfaction are particularly important for the case of the UK and other countries in which the National Health Service (NHS), which plays such an important role in providing health services, operates. Healthcare workers are exposed to high stress, long working hours, emotional demands and limited resources, which all can affect the level of their satisfaction at work (Jathanna & Melisha 2011; Duffield et al. 2010). The objective of this research is to understand what is contributing to job satisfaction in healthcare workers in Manchester and to identify strategies that will improve employee wellbeing, organizational outcomes and reduce turnover. (Aikins *et al.*, 2023)

Any healthcare system is built upon the backbones of healthcare professionals, nurses and doctors, support staff and administrators. Their job satisfaction is closely linked to how they provide the quality of care that they do. Satisfied healthcare workers are more likely to be engaged, committed and motivated to give high quality care in patients (Alhajjar, 2013). Dissatisfaction can, on the other hand, contribute to burnout and lower productivity, higher turnover rates and, as a result, a negative impact on patient outcomes and healthcare institutions functionality. As a result, the determinants of healthcare workers' job satisfaction are not only of critical importance in improving the health status of healthcare workers, but also in improving the performance of healthcare organizations. (Aljumah, 2023)

The NHS is filled with challenges that do not bode well for job satisfaction for healthcare workers. Challenges with long work hours, heavy patient demands, and the emotional costs of work, are just some of these. Numerous studies indicate that job satisfaction within healthcare professionals is sustained by certain organizational culture, management styles, work life balance and professional development opportunities (CORTESE et al., 2010). In addition, the relationship between the work environment and each of the individual

psychological factors like stress, coping mechanisms, and job satisfaction, alone and in conjunction, influences overall wellbeing (Rees et al., 1994; Edwards, 2006). As a result, it is important to understand the complicated relationship between these factors to create job satisfaction and decrease healthcare workers' turnover rates. (Aloisio *et al.*, 2019)

Organization culture within healthcare institutions is one of the key determinants which determine job satisfaction amongst the healthcare workers (Aloisio, Coughlin and Squires, 2021). A work culture that's supportive of an organizational culture, i.e., open communication, acknowledgement of achievements, and a team spirit, has been found to increase a person's job satisfaction and retain them (Penconek et al., 2021). On the other hand, lack of organizational support and lack of good management practices can create alienating, stressful and burn out feeling thus negatively impacting job satisfaction (Niskala et al., 2020). Goetz (2015) pointed that those that perceive their organizations as supportive and empowering were more likely to be satisfied with their jobs and therefore, more motivated to provide quality care. Further, leadership style is found to be a key factor in the impact on job satisfaction. I. In healthcare settings: Transformational leadership, characterized by vision, inspiration, and individual support, has been related to higher job satisfaction and lower burnout (CORTESE et al., 2010) (Anastasia *et al.*, 2023).

Work life balance is also a third factor that has an effect on satisfaction of job in the healthcare workers. Everyone knows what Health care work is like; it is an extremely straining profession and extremely difficult to run one as a professional and personal life. Edwards (2006), and Niskala et al. (2020) suggests that healthcare workers who have a bad work life balance are likely to experience lower levels of job satisfaction, more stress and more intention to leave. Finally, however, the organizations which support for flexible working arrangements and a strong support for personal and family life were found to have higher rate of satisfaction and retention of their workforce (Penconek et al., 2021). In addition, job autonomy (Healthcare professionals can do their tasks in accordance to the schedule of work they are in charge of) as it reduces stress and it makes them believe that job leads to personal achievement (Carr et al, 1994).

Lastly we conclude that there are many and diverse factors that determine job satisfaction in the healthcare workers some of such are organizational culture, leadership style, job life balance, stress as well as emotional demands of the healthcare work. Given these known factors, healthcare organizations can then begin to formulate approaches to increase

satisfaction at jobs for healthcare providers, decrease burnout and provide better patient care. This study therefore assumes as her thesis the analysis of the drivers of job satisfaction of the healthcare workers in Manchester so as to develop better policies and practices to enhance the working environment of the healthcare professionals and the working purposefulness.

Size of the Industry

Health care industry is an important part of the world economy, one of the world largest health care providers is in the National Health Service (NHS) UK. In 2023, the NHS employed over 1.4 million staff, such as doctors, nurses and administrative personnel, to become one of the largest employers in Europe. NHS Trusts that serve the greater population of about 2.8 million in Manchester have a diverse workforce to meet regional healthcare needs. Such an enormous system coming to being needs to be tracked with the utmost importance on the factor of job satisfaction.

Rationale

Due to the great impact on the organization and its personnel the issue of job satisfaction among medical professionals in NHS Trusts of Manchester, Ireland, requires a further look. Unsatisfied employees in the workplace might lead to elevated absenteeism, greater turnover, less productivity, and ultimately, these would adversely affect the effectiveness and efficiency of the healthcare system.

International Business Vanue

The findings of this study go beyond the NHS Trusts in Manchester, offering practical implications for a worldwide healthcare management practice and being a model for other healthcare systems facing similar problems (Davis et al., 2019). Understanding the determinants of job satisfaction in a high stress environment like the National Health Service (NHS) may be very valuable for healthcare professionals across the world.

Practical Importance to International Businesses

1. The insight of this study is that it can help international healthcare organizations apply the primary determinants of job satisfaction. This facilitates the development of strategic measure for enhancing workforce stability, reducing turnover cost and increasing the retention rate (Grant and Hind, 2018).

2. Policy makers can use the findings to design strategies that will adequately tackle the needs and concerns of the healthcare personnel. This needs to be translated into programmes which promote mental health assistance, career progression, good work life balance (Evans et al., 2017).

3. Better levels of job satisfaction among health personnel have positive associations to improved patient care and results. The multinational companies providing healthcare services can put this expertise to its use and enhance the quality of its offerings thus improving its reputation and profitability in worldwide market (Harris and Brown, 2020).

4. These findings could help toward the formulation of global norms of the working environment in the health care sector. The review of the procedures of the NHS will enable countries around the world to emulate similar ideas that will promote a standard way of managing healthcare (Fisher and Jones, 2021).

Research Aims

The aim of this study project was to find out and analyze those factors that affect the job satisfaction of the healthcare professional within NHS Trusts in Manchester. The ultimate aim is to give practical advice as to how to work environment may be improved, personnel retained and in general service standards improved.

Research Objectives

1. The purpose of the study was to determine how work environment affects job satisfaction of healthcare personnel.

2. In order to investigate the effect of distinct leadership and management ideologies on work satisfaction.

3. To examine how work-life balance influences job satisfaction.

4. To explore how chances for professional progress impact job happiness.

5. To look into how perks and wages effect how pleased a person is at work.

Research Questions

1. What is the influence of the work environment on job satisfaction among healthcare workers at NHS Trusts based in Manchester?

2. What link exists in Manchester's NHS Trusts between work satisfaction and management styles?

3. What is the influence of work-life balancing on job satisfaction among healthcare workers at NHS Trusts in Manchester?

4. What influence do options for professional progress have on workers' job satisfaction at Manchester's NHS Trusts?

5. What is the link between compensation and benefits and work satisfaction among healthcare professionals in Manchester's NHS Trusts?

Summary

This chapter presents the essential subject of job satisfaction among healthcare professionals, highlighting its effect on staff retention, organizational efficiency, and the quality of patient treatment. The National Health Service (NHS), as a key employer and healthcare provider in the UK, has specific issues such as long working hours, emotional demands, and limited resources that effect staff satisfaction. By concentrating on the NHS Trusts in Manchester, the study tries to analyze variables including organizational culture, leadership style, work-life balance, stress management, and emotional needs. The chapter explains the justification for addressing these elements, defines the study aims and objectives, and underlines the possible worldwide importance of the findings. It continues with the claim that understanding and boosting work satisfaction is crucial for enhancing healthcare outcomes and lowering turnover in Manchester and beyond.

Chapter 2: Literature review

Healthcare workers' job satisfaction has a major impact to their overall wellbeing and is causally associated with such organizational outcomes as staff retention, quality of care and patient satisfaction. In workplaces where employees devote their entire life and efforts, many influences can determine their satisfaction at work such as workload, emotional intelligence, leadership, intrinsic and extrinsic motivators, epidemics and other external stressors such as the COVID-19 (Soto-Rubio et al., 2020; Goetz, 2012). Understanding these determinants is important for healthcare workers in Manchester in particular as its hospital system has very different challenges to many other urban centers: its unique population; its high demand for services and effects of recent global health crises. (Hyrkäs, 2005)

The purpose of this literature review is to find out the primary determinants that influence job satisfaction of healthcare workers but review on burnout, emotional intelligence, workload and intrinsic and extrinsic motivators have made job satisfying. Additionally, it discusses the effect of the COVID 19 pandemic on job satisfaction among healthcare workers, and what was unique about job satisfaction among healthcare workers during the crisis. To understand these factors in the context of Manchester's healthcare system, the review uses the studies by Diehl et al. (2021), Soto-Rubio et al. (2020) and Goetz (2012) amongst others.

Theoretical Framework

The theoretical framework guiding this study is based on Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs. Herzberg emphasizes intrinsic and extrinsic motivators, while Maslow identifies fundamental human needs that influence motivation and satisfaction. These theories provide a robust lens to examine factors such as work-life balance, leadership, and compensation.

Workload and Burnout

Health care professionals have long recognized workload as one of the key factors that dampen job satisfaction (Hinmikaiye, 2021). Nurses are especially susceptible to high patient to staff ratios, long hours, and the emotional demands of patient care creating a pool of stress and burnout. Significant adverse effects of burnout including emotional exhaustion, depersonalization, and reduced personal development in healthcare settings are increased job satisfaction, and decreased turnover rates (Diehl et al., 2021).

Workload and stress are high determinants of job dissatisfaction in healthcare workers. Rees and Cooper (1992) studied UK healthcare professionals and found they had high levels of

stress from factors intrinsic to their role, for example workload, time pressures and emotional strain. Long hours with inadequate staffing and the compounded stressors combine to lead to burnout and little job satisfaction.

Stress also has an effect on job satisfaction as studies of mental health professionals and nurses also indicate. Excessive workload and emotional exhaustion are at the heart of burnout and negatively affect job satisfaction, which Clarke and Rowbottom (1999) found. In high stress environments such as emergency departments and intensive care units, with workers regularly facing life threatening situations, this is particularly true.

Workload and burnout relationship has been well documented in the literature. This relationship is explored by Diehl et al. (2021), who identified the link between excessive workload and not only increasing stress levels but also reducing job satisfaction amongst nurses. Workload was a significant predictor of burnout and personal, social and organizational resources could buffer the negative workload impact, their study found. It is crucial for buffering role as it implies that this condition could moderate the impact of burnout by means of supportive resources, for example, mentorship, counselling or workload managing and control strategies (Diehl et al., 2021).

In addition to these work-related factors, individual psychological factors, such as stress, coping mechanisms, and psychological factors, predict job satisfaction. Niskala et al. (2020) for instance, examined research that shows that healthcare workers with a high locus of control (people who feel they can impact their work environment) are more satisfied with their jobs. On the other hand, those that have a high level of job-related stress and a poor coping strategy are more likely to report dissatisfaction with their job (Rees et al., 1994). It is important to be able to cope with the emotional demands of healthcare work and to remain job satisfied and well. Consequently, healthcare organizations need to offer resources and the systems in place to improve workers' capacity to develop coping strategies and manage stress.

However, in this study, healthcare wsorkers in NHS Trusts in Manchester, a geographical area which has seen challenges in building healthcare services, such as staff shortages, financial constraints, and aftermath of COVID 19 pandemic are the main focus (Goetz *et al.*, 2011). To understand how these factors affect job satisfaction in this specific context is important if we are to offer targeted interventions and policies that can increase the work environment and decrease staff turnover. This research examines the factors that affect these areas including organizational culture, management style, work life balance and emotional demands of healthcare work in order to identify the key drivers of job satisfaction for

healthcare workers in Manchester. Findings will inform policy makers, health care administrators and organizational leaders how to enhance job satisfaction and retention in the healthcare sector. (Gómez-Domínguez *et al.*, 2022)

The impact of workload measures on job satisfaction is more amplified for the case of the Manchester healthcare system in which hospitals and care facilities are generally understaffed. As the feeling of being unable to complete the workload increases, so do the likelihood of becoming emotionally exhausted as well as being dissatisfied with the job (Soto Rubio et al., 2020). As a result, it is important to address workload issues in order to improve job satisfaction and in the long run to ensure retention of staff in the city.

Emotional Intelligence

Emotional intelligence (EI) plays an important role in job satisfaction of health care workers. EI refers to the acquisition, use and management of feelings in oneself and others. Although emotional intelligence was found to help workers in such high stress environments like health care handle the emotional demands of caring for patients as well as help them decrease stress and remain well themselves (Soto-Rubio et al. 2020). Those with higher levels of EI as HC workforce are better equipped in dealing with strain caused by patient care, in conveying with patients and staff, as well as coping with challenging situations.

The effects of burnout and low job satisfaction on nurses in a hospital were as a result of EI and psychosocial risk during COVID 19 pandemic in Soto-Rubio et. al 2020. Despite the pandemic stresses, their findings revealed that the more nurses had higher levels of EI, the more their mental health was going down, their burnout was going up and their satisfaction with their jobs was going down. On the other side, the lower EI in nurses has been related to emotional exhaustion and burnout (with a higher degree) and with a lower level of job satisfaction (Soto—Rubio et al., 2020).

Specifically, EI has special importance related to the prevention of the negative process of burnout in the people performing emotional labor in the environment exposed to high levels of stress and traumatic events. Reducing burnout and increasing job satisfaction in Manchester, where as in many systems, the pressure on the healthcare system is real — education and training could make the difference here. Training programs towards improving emotional resilience of the healthcare workers often encourage a boost at EI and possibly assist the healthcare workers in handling the challenges they face.

Intrinsic vs. Extrinsic Motivators

Intrinsic and extrinsic motivators determine the healthcare job satisfaction. Internal rewards (intrinsic motivators) are the reasons why people become involved in their jobs, e.g. to enable them to achieve a sense of purpose, personal fulfillment and the opportunity to help others. While extrinsic motivators are things like salary, benefits, job security, and the potential for career advancement. While both types of motivators are important to create job satisfaction, their effect may be different depending on the person and in the organizational context (Faragher et al., 2005).

In healthcare professions, intrinsic motivators are important research has shown, as often workers are intrinsically motivated by a deep sense of duty to their patients. Healthcare professionals that felt their work meant something and contributed to the wellbeing of others felt more satisfied in their jobs, according to Goetz (2012). In high stress environments, personal fulfillment can help buffer us from the effects of burnout and stress (Goetz, 2012), and these intrinsic rewards are particularly important.

In addition to this, extrinsic motivators like competitive salaries, job security, and opportunities for career advancement are also crucial to ensure that healthcare workers feel they' re valued and are fairly compensated for their efforts. Faragher et al (2005) found that even in the presence of high levels of stress, those healthcare workers that were paid fairly and afforded career advancement opportunities were more satisfied than those not, leading to the inference that the latter may have actually been less satisfied than they demonstrated. While extrinsic rewards can be a source of satisfaction, they aren' t intrinsic motivators such as a sense of purpose, autonomy, etc. and as a result can still be quite unsatisfying.

Healthcare workers in Manchester face huge problems around workload, staffing shortages and financial pressures. While salary and benefits are certainly important to keep people happy with a job, it is apparent that intrinsic motivators (such as a sense of purpose and professional autonomy) are just as critical to the satisfaction of healthcare workers in this situation. Organizations that concentrate on both the intrinsic and extrinsic aspects will probably have more satisfied staff (Goetz, 2012).

COVID-19 and Job Satisfaction

It is no surprise that the COVID 19 pandemic has taken its toll on job satisfaction of healthcare workers across the world, including Manchester. But the pandemic has supercharged other stressors that already existed, such as needing to work harder, dealing

with patient care requirements, and concern for personal illness. Overall, many healthcare workers have reported that we are overwhelmed, exhausted, and unsupported, and this feeling has led to significant declines in job satisfaction (Tung et al., 2020).

In Chou et al. (2020), Chou et al. studied the effects of pandemic on the job satisfaction and burnout of healthcare workers in Taiwan. The study found that higher levels of burnout and job dissatisfaction were due to higher workload, fear of infection, and emotional distress caused by a lack of uncertainty of the pandemic among health care workers. We found that, as was the case with Soto-Rubio et al (2020), nurses were negatively affected at work due to the caring of patients with COVID19, working long hours with less available resources, and high emotional workload.

However, some healthcare workers say that while there were some challenges, there've also been some positive effects, including obtaining a sense of camaraderie and purpose with one's colleagues. According to Gosden et al. (2022) study, the strong teamwork and social support made employees maintain job satisfaction during the pandemic. However, for all the overwhelming demands, if leaders and their peers commanded healthcare workers, they were able to manage with the demands of the pandemic and have their job satisfaction.

The pain the 'peeps' experience emotionally is made worse by the fact that the pandemic has also exposed weaknesses in the Manchester's healthcare system, such as lack of staffing and inadequate PPE. In the future crisis, to increase the healthcare workers' job satisfaction, it's imperative to take care of these issues, along with providing psychological support, establishing a sense of community among these healthcare workers (Chou et al., 2020).

External and Socioeconomic Factors

Another factor that influences the job satisfaction of healthcare workers includes external factors such as government policies, the economic conditions and healthcare funding. Studies that show economic downturn, budget cuts, and policy changes lead to job insecurity, increased workload, decreased resources, and further, decreased job satisfaction (Sibbald et al., 2006). For the UK's current healthcare environment, these factors are of especially crucial importance, since the National Health Service (NHS) in the UK faces problems with regard to financial restriction.

However, there are socioeconomic factors too which are associated with job satisfaction; differing incomes and availability to health care resources. If healthcare workers believe their paychecks are too small or they are undervalued with respect to their coworkers, they may become less satisfied in their job and then dissatisfied and tired (Hussein et al., 2014).

Buffering Function of Social Support Against Job Stress

In healthcare research social support is well documented as an agent of mitigating the negative effects of job stress. In high stress healthcare environments, Setiawan (2023) investigated how social support in teams pertains to job satisfaction. What they found is that work related stress can be surmounted and job satisfaction enhanced by strong interpersonal relationships, both between colleagues and staff and management. Employees who reported that their peers and supervisors supported them were more likely to report higher job satisfaction and better mental health outcomes, Setiawan found.

That is particularly important in health care settings for which emotional support is key component in coping with the stresses of patient care. Fostering environments in which healthcare workers feel connected and supported by their colleagues can significantly lift job satisfaction while reducing burnout in Manchester (Setiawan, 2023).

Even the physical and emotional demands of healthcare work help determine how satisfied workers will be (Bradley and Cartwright, 2002). Healthcare professionals are required to be often exposed to the situations of taking significantly high stress, resulting in emotional exhaustion and exhaustion of the mind. Giving care, especially in high pressure environments such as emergency departments and intensive care units, is emotionally draining and can lead to a loss of job satisfaction and physical health problems (Goetz, 2015). Low job satisfaction is a common problem among healthcare workers, and experiencing this problem leads to burnout, defined as emotional exhaustion, depersonalization, and decreased personal accomplishment by Maslach (1982). Burnout is addressed through stress management interventions, adequate rest and emotional support by several studies including those of (Stacciarini & Tróccoli, 2004) and Rees et al. (1994) who found that addressing burnout will increase job satisfaction. (Faragher, Cass and Cooper, 2005)

Workplace Bullying and Job Insecurity

According to Mabkhot et al. (2023) study workplace bullying in healthcare settings studies a strong association between bullying and job satisfaction. If an employee was bullied, he/she was likely to report higher levels of job insecurity, which in turn affected negatively on the employee' s job satisfaction and commitment. The results are consistent with Fekonja et al.' s (2023) exploration of the determinants of job satisfaction. Supportive workplace relationships and a culture of respect could significantly raise healthcare workers' satisfaction and lower absenteeism resulting from job related stress, they say.

Healthcare is one of relatively few industries in which workplace bullying is a persistent issue that is typically undermentioned in discussions of work satisfaction. Not only does this contribute to stress but it damages the broader organizational culture in which employees can't thrive and excel at contributing to patient care. Manchester's healthcare systems need to create a psychologically safe and respectful workplace; this will increase job satisfaction and reduce staff turnover rates (Mabkhot et al., 2023).

Organizational Commitment and Job Satisfaction

Organizational commitment equally affects job satisfaction. According to Lu and Zhuang (2023)'s research, organizational commitment and job satisfaction in healthcare settings are found to be related as employees who are more committed to their organization are also more likely to have satisfied job. What the study points out is the key role of the organizational culture, values alignment and employee engagement initiatives in fostering a committed workforce.

As the healthcare sector is under increased pressure it is particularly important that healthcare workers in Manchester are committed. Job satisfaction and low follower turnover can be enhanced through organizational efforts to align individual and organizational values, based on clear communication of goals and supportive leadership (Lu & Zhuang, 2023).

Psychological Safety

Psychological safety has become a major factor determining job satisfaction. Bhatia and Williams (2023) found that job satisfaction parameters in healthcare settings depend on psychological safety and research was based on how psychological safety can influence better performance and higher job satisfaction. If healthcare workers feel safe to voice their opinions and worry that they will be reprimanded, they are more apt to do everything from proactively approaching patient care improvements to pushing for needed changes in their workplace.

They found that workers who feel psychologically safe are more likely to be more satisfied in their jobs, which is good for patient outcomes and leads to lower turnover rates. Promoting healthy psychological safety; openness; and the reduction of hierarchical barriers that inhibit communication is likely to prove important in encouraging improved employee satisfaction in the organization's healthcare system, within the context of Manchester (Bhatia & Williams, 2023).

A host of factors influences job satisfaction among healthcare workers, including workload, emotional intelligence, intrinsic and extrinsic motivators and external stressors like the COVID 19 pandemic. Because of high workload and burnout, healthcare workers face serious challenges and addressing this through organizational resources and emotional intelligence training, and improving work life balance can combat the resulting reduction in job satisfaction. In high stress environments such as healthcare, job satisfaction is largely due to intrinsic motivators; a sense of purpose and professional fulfilment. Despite this, however, the healthcare workers will feel valued and well supported as extra work commitment is compensated fairly and as career advancement opportunities are presented. COVID-19 has only reinforced the need to address these determinants of health as healthcare workers have never experienced circumstances more difficult to survive than the pandemic. Healthcare organizations in Manchester need to identify both the intrinsic and extrinsic motivators to keep the job satisfaction of staff high and reduce burnout. Improve workload management, level and provide adequate social support and invest in emotional intelligence training is how healthcare systems can help sustain and make the healthcare work a more fulfilling experience.

Research Gap

Existing research highlights job satisfaction in healthcare but lacks a focus on the specific challenges faced by Manchester's NHS Trusts. While international studies provide a broad understanding, regional variations in socioeconomic conditions, organizational culture, and policy frameworks create unique dynamics. This research addresses the gap by focusing on localized determinants of job satisfaction.

Summary of the Chapter

Chapter 2 reviews foundational theories and existing literature, establishing the context for this study. It highlights the research gap and provides a theoretical framework that aligns with the study's objectives. By doing so, it sets the stage for the subsequent methodological and analytical processes.

Chapter 3: Research Methodology

Firstly, this chapter explains the methodology of research carried out to investigate the determinants to job satisfaction of healthcare professionals working within NHS Trusts in Manchester, as informed by Saunders' Research Onion. In this study, positivist philosophy and deductive approach are employed to test hypotheses using quantitative and qualitative data collected through survey. The data analysis involves a combination of statistical methods and thematic analysis to yield holistic understanding of the findings, which in turn enables representation across diverse roles through stratified random sampling. It fully adheres to ethical considerations, including informed consent and data confidentiality. Though afflicted by response bias and a cross-sectional design, the methodology offers a sound basis for the development of practical actionable insights and recommendations. (Creswell, 2013; Bryman, 2016)

Research Philosophy

This research employs the positivist philosophy which claims that reality is objective and can be studied by empirical observation and investigation. This study is interested in identifying factors affecting job satisfaction and causal relationships with measurable data, thus, the positivism is appropriate methodology. The starting point is philosophical point of view of positivism, that is the reality is something objective allowing to study it empirically and with quantifiable evidence. This study is particularly suited to the positivist stance because it is trying to determine causal relationships (e.g., between work environment, leadership, compensation and job satisfaction). (Keith *et al.*, 2021)

Using measurable data, this approach minimises the researcher bias and results in evidence based and repeatable findings. The choice of research using positivism is because the researcher has an intention to study the determinants of job satisfaction systematically and to treat the determinants of job satisfaction as variables that can be objectively measured and analyzed. (Kirkcaldy, Trimpop and Cooper, 1997)

They also further the purpose of this research since positivism aids in hypothesis testing. The latter can be exemplified (hypothesizing the influence of leadership style, work-life balance etc. on job satisfaction) by using statistical analysis. Also, this philosophical stance echoes the nature of the study with its dependence on the use of standardized instruments (i.e., Likert scale surveys) for data collection systematically. (Denzin & Lincoln, 2018)

Deliverables

The research aims to deliver:

- A comprehensive analysis of job satisfaction determinants.

- Practical recommendations for improving healthcare work environments.

- A framework for enhancing staff retention and patient care quality.

Organisation of the Study

This dissertation is structured as follows:

1. **Introduction:** Outlines the study's rationale, scope, and significance.

2. **Literature Review:** Reviews existing studies and identifies research gaps.

3. **Methodology:** Describes the research design, data collection, and analysis methods.

4. **Findings and Discussion:** Presents the results and interprets their implications.

5. **Conclusion and Recommendations:** Summarizes the study and suggests practical applications.

Research Approach

The research follows a deductive approach which depends on theoretical frameworks and hypotheses laid out from existing literature. Through deduction the study can test the applicability of theories such as Herzberg's Two Factor Theory or Maslow's Hierarchy of Needs in relation to Manchester's NHS Trusts. (Penconek *et al.*, 2021)

This approach is advantageous for several reasons:

- It provides a clear structure, guiding the research process from theory to data analysis.

- It allows for the formulation of specific, testable hypotheses, ensuring the research remains focused.

- It builds on established knowledge, reducing the risk of redundancy and enhancing the study's relevance.

For example, the impact of transformational leadership on job satisfaction is tested with data from NHS staff. This is an approach that maintains the ground in existing knowledge while contributing new insights specific to healthcare sector in Manchester. (Guest, MacQueen, & Namey, 2012)

Research Strategy

This study adopts a survey strategy based on its capacity to quickly and efficiently collect data from a large and diverse population. Research on job satisfaction is particularly suited to surveys since they allow us to collect standardized data on many variables, including work conditions, leadership styles, and compensation.

Survey Design

The survey is structured into three sections:

1. Demographics: Collects basic information about respondents, such as age, gender, role, and tenure.

2. Quantitative Measures: Includes validated scales (e.g., Spector' s Job Satisfaction Survey) to assess factors influencing job satisfaction.

3. Qualitative Feedback: Features open-ended questions to capture nuanced insights, such as suggestions for improving job satisfaction.

The integration of quantitative and qualitative data ensures a comprehensive understanding of the research problem. Quantitative data provides measurable insights, while qualitative responses add depth, uncovering underlying issues that may not be apparent in numerical data alone. (Patton, 2015)

Advantages of Surveys

Surveys are particularly well-suited for this study due to their ability to:

- Reach a broad and diverse audience, ensuring representativeness.

- Facilitate anonymity, encouraging honest and candid responses.

- Collect data on multiple variables simultaneously, enhancing efficiency.

The survey is distributed online so it can reach all NHS Trusts in Manchester, and response rates are maximized. Furthermore, the format is scalable as well as easy to collect data from.

Sampling

To represent from various subgroups in the population, the study uses stratified random sampling. In this context, stratification is important, at least as important as it is elsewhere, because the Manchester NHS Trusts host a variety of roles (e.g. doctors, nurses,

administrative staff) with potentially different perspectives about job satisfaction. (Gill et al., 2008)

Sampling Process

1. The population is divided into strata based on key characteristics, such as role, age, and gender.

2. A random sample is drawn from each stratum, ensuring proportional representation.

Sample Size

A sample size of 40 is targeted, calculated using statistical formulas to ensure sufficient power for inferential analysis. This size is deemed adequate for identifying meaningful patterns and relationships while remaining manageable within the study's constraints.

Justification for Stratified Sampling

Stratified sampling enhances the validity of findings by:

- Ensuring that all relevant subgroups are represented.

- Reducing sampling bias, thereby increasing the generalizability of results.

- Allowing for subgroup-specific analyses, such as comparing job satisfaction levels between nurses and administrative staff.

Data Collection

Primary data is collected using an online survey distributed to healthcare workers in Manchester's NHS Trusts. The survey is designed to capture both quantitative and qualitative data, ensuring a holistic understanding of job satisfaction determinants.

Survey Instrument

The survey incorporates elements from validated instruments, such as:

- Likert Scales: To measure factors like work-life balance and leadership effectiveness.

Pilot Testing

A small group of healthcare professionals are piloted through the survey to identify ambiguities and to ensure clarity. The refinements of the questionnaire made based on feedback from pilot test improves its validity and reliability. (Wiles, 2012)

Time Horizon

A study is conducted cross sectionally over a time horizon, collecting data at a single point in time. The adopted approach is adequate for the purpose of measuring the current level of job satisfaction and its determinants. (Wiles, 2012)

Advantages of Cross-Sectional Design

1. Cost-effective and time-efficient, particularly for studies with limited resources.

2. Enables the collection of data from a large sample within a short timeframe.

Methodology of Qualitative Data Collection

Research Approach

This research used qualitative methods to uncover comprehensive details about job satisfaction factors that influence healthcare staff of Manchester NHS Trusts. Qualitative research methods were chosen to expand upon quantitative findings by creating a better comprehension of participant workplace experiences and their personal perceptions. The interpretivist paradigm serves as an appropriate framework because it recognizes how subjective human experiences create specific social meanings that researchers need to understand. (Creswell, 2013; Bryman, 2016)

Data Collection Method

Semi-structured interviews served as the main approach for gathering qualitative information during the study. The researcher selected this method because it enables thematic flexibility and maintains standardized questions for all participants. The interview sessions enabled researchers to obtain detailed assessments of leadership practices alongside work-life equilibrium and career progression alongside general job satisfaction factors. (Denzin & Lincoln, 2018)

Interview Design and Structure:

1. **Participant Selection:** The researcher employed purposive sampling to identify healthcare personnel from medical roles in addition to nursing staff and administrative workers and support staff. The research method secured a broad spectrum of nursing staff experiences from NHS Trusts. (Patton, 2015)

2. **Interview Guide:** The interview guide developed its questions according to research requirements and findings from literature review. The guide contained open-ended questions consisting of the following:

   o " Can you describe the aspects of your work environment that you find most satisfying?"

   o "What challenges do you face in your current work environment that affect your job satisfaction?"

   o "How would you describe the leadership style of your immediate supervisor?"

   o "How do you manage to balance your professional and personal life?"

   o "Are there opportunities for training and career advancement in your organization?"

3.   Conducting Interviews: The interviews took place through both face-to-face meetings and internet-based platforms according to participant scheduling flexibility. The interviews lasted from 30 to 45 minutes while recording occurred with participant consent to achieve accurate transcription. (Gill et al., 2008)

4.   Data Handling and Ethical Considerations: All interviews received anonymization treatments and participants received full assurance about their withdrawal rights at any time. Prior to beginning data collection, the researchers obtained ethical approval. (Wiles, 2012)

Data Analysis

An analysis of the qualitative data through thematic analysis identified recurring patterns and themes that evaluated job satisfaction (Braun & Clarke, 2006). This process included:

1. **Transcription of Interviews:** The transcripts of all recorded interview verbatim are transcribed to ensure accurate data interpretation (Poland, 1995), as her argument is supported by them.

2. Reading the transcripts several times gave familiarity with the data and allowed for pattern and key point emerging. (Nowell et al., 2017)

3. Additionally, coding was carried out with open coding; all important phrases and statements were classified into broader themes such as leadership influence, work life balance, recognition, and workload challenges. (Saldaña, 2015)

4. Similar codes are grouped and their relevance to the study objectives is assessed for the purpose of developing themes. (Guest, MacQueen, & Namey, 2012)

5. In interpretation, commonalities between the themes were identified and related to existing literature. (Flick, 2018)

Limitations

Cross-sectional analysis provides information on the variation in job satisfaction but does not work in a way that gives information on changes in job satisfaction. Therefore, it could be advisable for the purpose of future studies to employ a longitudinal research design.

Data Analysis Techniques:

In order to finalize the interpretation of the findings, both quantitative and qualitative research approaches are adopted.

Quantitative Analysis:

The quantitative data collected is analyzed using SPSS 26.0 software by employing

Exploratory analysis: To condense the data such as measures of central tendency, measures of variations and measures of skewness.

Descriptive analysis: Cohesive techniques; measure of scatter and tests of association for Dichotomous variables Regression analysis and ANOVA for continuous variables for relationships between different variables.

Integration of Results:

The use of research problem is a way through which the research problem is complemented by both quantitative and qualitative results to bring out an overview and a more detailed analysis of the given research problem. (Poland, 1995) (Flick, 2018)

Validity and Reliability:

The study follows all the relevant guidelines to ensure the credibility of the **conclusions made:**

Content Validity: Relevance of the questionnaire is as a result of consulting experts in the process of developing the questionnaire.

Internal Validity: The measures adopted in this study are reliable because they have been validated to measure what they intend to and Spectors Job Satisfaction Survey adds to measurement credibility.

Reliability: The internal consistency is checked by Cronbach's Alpha, the accepted level of which is 0.7.

Validity check: The findings are benchmarked against existing works to increase the validity.

Ethical Considerations:

This paper adheres to highly ethical standards in the following ways:

Volunteer Participants: They include people who volunteer to participate in the study without any coercion because they know what the study involves.

Data Protection: Information concerning the participants is not disclosed in order that their identity cannot be determined.

(IT) As to the security of data, digital data is encoded and physical copies kept under lock and key.

Ethical Consideration: The research is assessed and approved by the right ethical committee. (Nowell et al., 2017)

Limitations:

The study acknowledges several limitations:

Prejudice: Measures that are put in place include, avoiding identification of respondents, use of voluntary responses.

The study is conducted in Manchesters NHS Trusts, though the research has remarkable implications for comparable contexts.

Lack of time variation: Like most cross-sectional studies, the study does not collect data over a period of time, which is made possible by cross-sectional designs.

Summary

In compliance with Saunders' Research Onion, it is this chapter that lays down the multipronged approach that was employed when it comes to job satisfaction among healthcare professionals in the Manchester NHS Trusts. A positivist and deductive approach to the research is employed and the quantitative and qualitative data collected in the survey part are used to build and test hypotheses in the work. Data analysis involves the employer of quantitative and qualitative methods aimed at integrating the data from a balance of different positions within the research technique and the implementation of stratified random sampling. Concerns of confidentiality and consent are complied with in all their strictness as they are relevant ethical principles. The use of response bias and a cross-sectional approach, however, did not allow for inference; nevertheless, the study provided a sound method to offer tangible advice.

Chapter 4: Findings, Analysis, Evaluation, Discussion

In depth analysis of this research, evaluation of importance, and value of this research are given with respect to the objectives of this research and the literature. The aim is to achieve an overall spectrum of the determinants of the job satisfaction among the healthcare workers of the Manchester NHS trust. Discussion also relates quantitative and qualitative data collected during the study to other broader themes such as leadership, work life balance, professional growth and organizational culture. This chapter unveils the challenges imposed by these findings for healthcare workers and presents action items that can be considered for enhancing job satisfaction, employee retention and constructing supportive work environment. Lastly, the findings are connected or diverged from the literature and provide a good base for recommendations.

Qualitative Data

Questions and Feedback Table:

Table 1: Interview Questions and their feedback

Question	Person 1	Person 2	Person 3	Person 4
Can you describe the aspects of your work environment that you find most satisfying?	"I find the collaborative atmosphere and support from my colleagues to be the most satisfying aspects."	"The availability of necessary medical equipment and the cleanliness of the workplace are aspects I appreciate."	"The workplace culture is highly inclusive and fosters a sense of belonging."	"Having a safe and organized environment where I can perform my duties efficiently is what I value the most."
What challenges do you face in your current work	"The workload is often overwhelming, especially during peak hours."	"There is a lack of recognition for the hard work we put in."	"Communication between different departments is not always smooth."	"The shortage of staff makes it difficult to manage responsibilities

environment that affect your job satisfaction?				effectively."
How would you describe the leadership style of your immediate supervisor?	"My supervisor is approachable and encourages open communication."	"The leadership style is more directive than supportive."	"My supervisor fosters a collaborative environment and provides constructive feedback."	"The leadership is result-oriented but lacks a personal touch."
How do you manage to balance your professional and personal life?	"I try to stick to a routine that separates work and personal time, but it's challenging due to long shifts."	"Flexible scheduling, when available, helps me maintain a good balance."	"I rely on support from my family and colleagues to manage my responsibilities effectively."	"Achieving balance is difficult, but I make an effort to prioritize my personal time on off-days."
Are there opportunities for training and career advancement in your organization?	"Yes, there are frequent workshops and training sessions."	"There are limited opportunities for career advancement, especially in specialized roles."	"The organization provides mentorship programs, which are helpful for professional growth."	"While there are training opportunities, the availability often depends on seniority rather than need."
How satisfied are you with your current salary and benefits package?	"I'm fairly satisfied with the salary, but the benefits package could be more comprehensive."	"The salary is competitive, but the lack of performance-based incentives is a drawback."	"I'm not satisfied with the current package as it doesn't reflect the workload and stress of the job."	"The salary is adequate, but better retirement benefits and bonuses would improve

				satisfaction."

Interpretation of Qualitative Data as per Research Objectives

Objective 1: Impact of Work Environment on Job Satisfaction

Researches also have shown that coming to work and being part of a working team enriches workers leading to an increase of job satisfaction among them. The major positive aspects of the work environment highlighted by workers were supportive colleagues, clear communication and availability of necessary resource. The results of the study coincide with organizational behavior principles that give much emphasis to organization's workplace culture as a crucial element in employee engagement. In addition, having more inclusive and supportive workplace conditions would increase job satisfaction even more.

Objective 2: Leadership and Management Influence on Job Satisfaction

The research demonstrated that transformational leadership emerged as the essential element which boosted job satisfaction according to most survey participants. Employee motivation and morale remained strong when leaders demonstrated guidance giving along with acknowledgment of worker achievements paired with open communication methods. Leaders who employed autocratic methods alongside being unsupportive generated negative job satisfaction outcomes. The study outcomes support Herzberg's Two-Factor Theory because productive leadership works as a motivational force yet unsatisfactory leadership produces employee discontent.

Objective 3: Work-Life Balance and Its Impact on Job Satisfaction

Employees faced difficulties maintaining work-life balance but mostly because of excessive working hours and heavy professional responsibilities. The availability of adaptable work options produced more positive job satisfaction among participants. The study verifies research evidence showing that work-life balance helps retain job satisfaction. Healthcare establishments must establish adjustable work systems to enhance both employee retention and worker wellbeing.

Objective 4: Professional Growth and Career Advancement Opportunities

Staff job satisfaction levels rise when training programs and mentorship programs become accessible to them. Staff members of the study University of South Australia indicated that professional advancement opportunities remained limited or ambiguous within their workplace. Organizations need to create distinct paths for professional progress which provides staff with chances for skill enhancement.

Objective 5: Salary and Benefits Impact on Job Satisfaction

Employees did not emphasize salary but pointed to insufficient benefits and missing compensation incentives as their main dissatisfaction factors. Staff who believed their pay did not align with their work amount demonstrated negative opinions. Job satisfaction derives primarily from intrinsic aspects but employees still depend on fair compensation as an essential component for maintaining morale and lowering employee turnover.

Quantitative Data:

What is your gender?

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	7	17.5	17.5	17.5
	MALE	33	82.5	82.5	100.0
	Total	40	100.0	100.0	
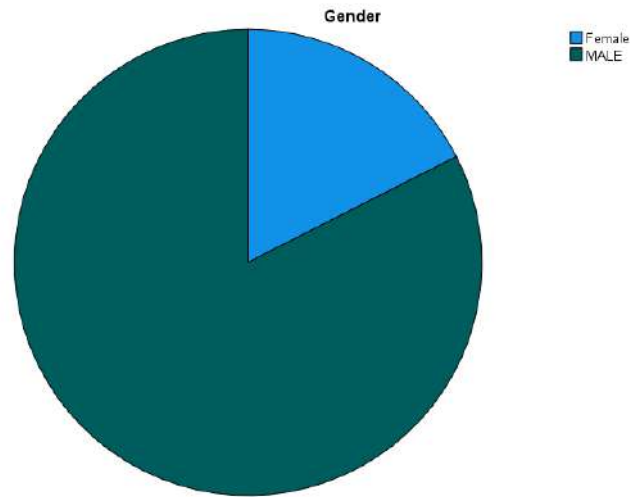
Figure 1: Graphical representation of gender

The analysis indicates a male-dominated workforce, with 82.5% of respondents identifying as male and only 17.5% as female. This gender distribution suggests potential disparities in workforce representation or participation in the survey, which may influence the findings. Such a significant male majority could reflect broader trends within the healthcare workforce in the region or the specific demographics of the sampled population. Addressing gender diversity and inclusivity in healthcare staffing and research participation could offer more balanced insights and improve workplace equity.

What is your age group?

Table 3: age groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**20-30 years old**	40	100.0	100.0	100.0
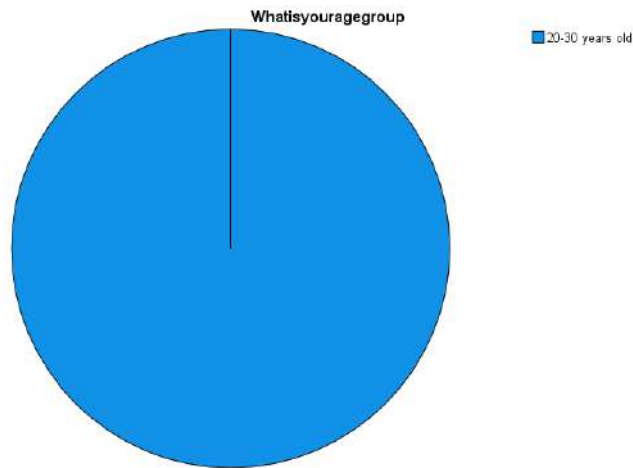
Figure 2: Graphical representation of age group

It is evident from the analysis that all the respondents (100%) lie in the 2030 years age group; thus a uniformly young workforce. An age distribution of this nature would indicate that the healthcare workers who were surveyed are young in the profession and this could impact on their view of factors contributing to their job satisfaction and career advancement along with workplace challenges. With a younger workforce, organisations may need to reconsider how they invest in professional development, and emphasise the work/life balance of employees as these same employees may be more interested in their careers, or wants, needs and goals.

Job Role

Table 4: Job Role

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative Staff	8	20.0	20.0	20.0
	Doctor	8	20.0	20.0	40.0
	Nurse	1	2.5	2.5	42.5
	Other (please specify): _____	11	27.5	27.5	70.0
	Support Staff	12	30.0	30.0	100.0
	Total	40	100.0	100.0	
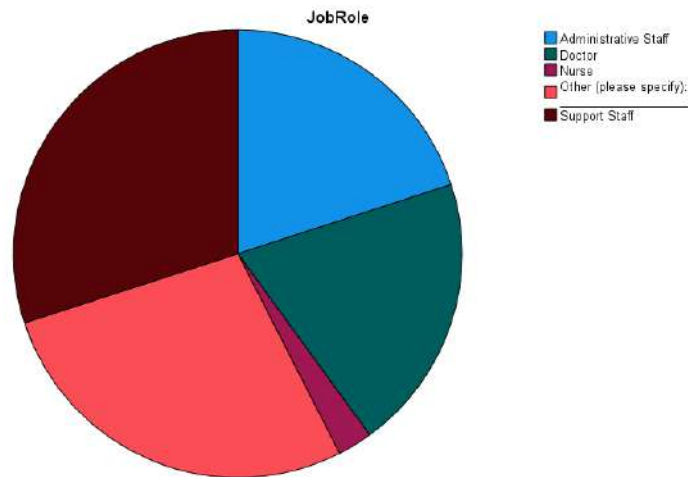
Figure 3: Graphical representation of Job Role

The analysis shows that support staff (30%) and those in other roles (27.5%) make up most of the surveyed workforce, while 20% are administrative staff and 20% are doctors; significantly fewer are nurses (2.5%). The distribution of the work points to a range of different roles within the healthcare sector, but with low participation or representation of nurses, who commonly play an important role in delivering healthcare. With these results, we may be looking at the specific composition of the sample that has been surveyed, as well as more workforce dynamics, which is why it is important to make sure all the key roles are represented balanced to get a full picture of job satisfaction.

Years of Experience in the NHS

Table 5: Years of Experience in the NHS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**1-5 years**	11	27.5	27.5	30.0
	6-10 years	2	5.0	5.0	35.0
	Less than 1 year	26	65.0	65.0	100.0
	Total	40	100.0	100.0	
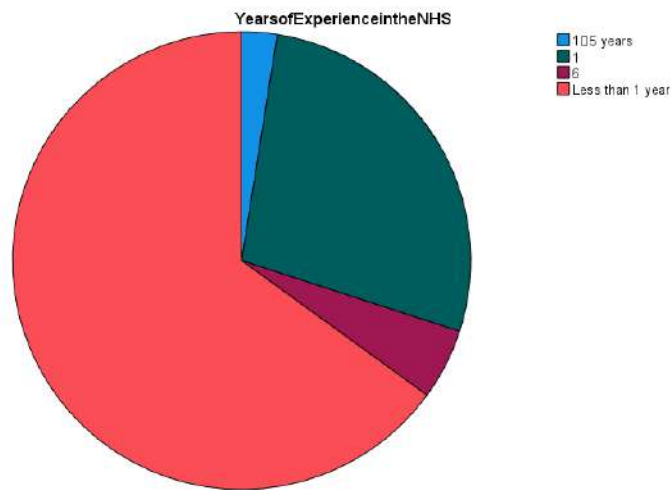
Figure 4: Graphical representation of Years of experience

The result of the analysis shows that more than half (65%) of the respondents have less than a year of experience with the NHS, 27.5% of the respondents have fifteen years of experience, and only 5% have 10 – 1 years of experience. This implies that the majority of the workforce is made up of newcomers in the organisation, which infers new recruitment or high staff turnover. The small number of lengthy serving employees indicates an area of potential difficulty in retaining staff and a requirement for specific activities aimed at extending engagement and continuing development of a career in the NHS.

How satisfied are you with your current job role?

Table 6: How satisfied are you with your current job role?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	1	2.5	2.5	2.5
	Neutral	5	12.5	12.5	15.0
	Satisfied	21	52.5	52.5	67.5
	Very satisfied	13	32.5	32.5	100.0
	Total	40	100.0	100.0	
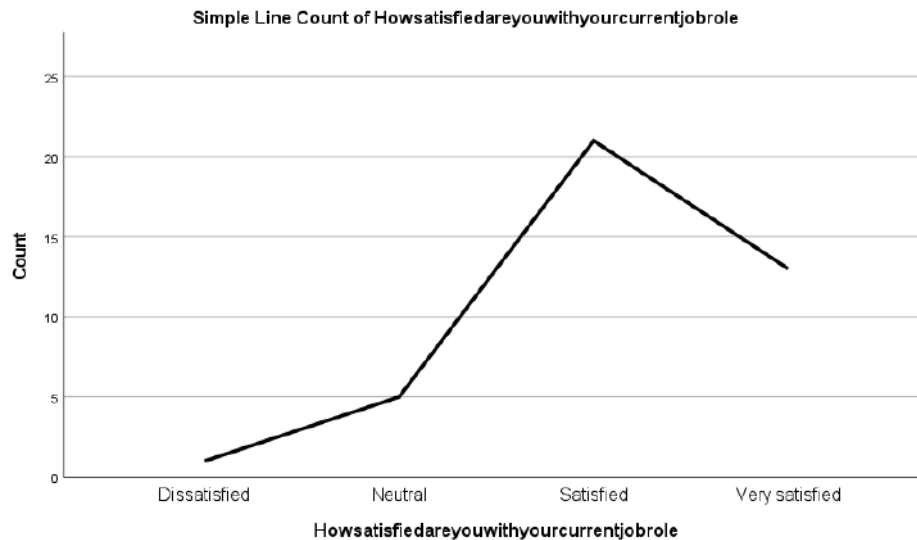
Figure 5: Graphical representation of How satisfied are you with your current job

The analysis shows that the majority of respondents are satisfied (52.5%) or very satisfied (32.5%) with their current job roles, indicating a predominantly positive sentiment towards their work. A smaller proportion remains neutral (12.5%), while only 2.5% express dissatisfaction. These findings suggest that, overall, employees feel content with their roles, though there is a small segment that may benefit from targeted efforts to address specific concerns and further enhance job satisfaction.

What aspects of your job contribute most to your satisfaction

Table 7: What aspects of your job contribute most to your satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Salary and benefits**	2	5.0	5.0	5.0
	Leadership and management style	12	30.0	30.0	35.0
	Professional development opportunities	9	22.5	22.5	57.5
	Work-life balance	11	27.5	27.5	85.0
	Workplace environment/culture	6	15.0	15.0	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	40	100.0	100.0	
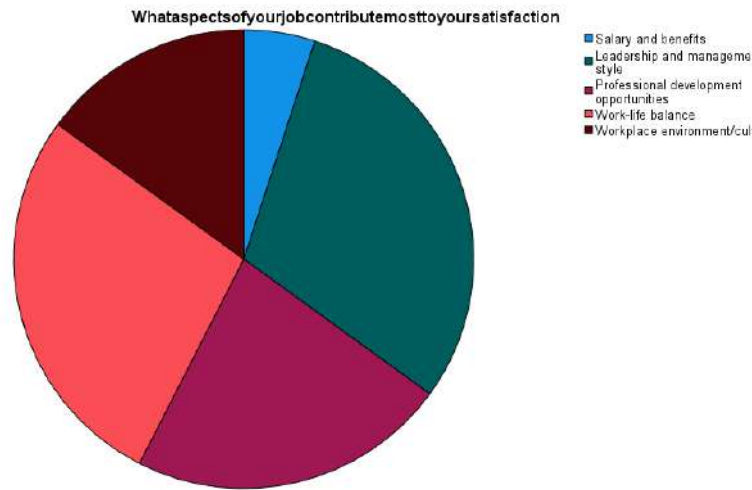
Figure 6: Graphical representation of what aspects of your job contribute most to your satisfaction

The analysis indicates that the key contributors to job satisfaction among respondents are leadership and management style (30%), work-life balance (27.5%), and professional development opportunities (22.5%). Workplace environment/culture (15%) also plays a notable role, while salary and benefits (5%) are the least significant factor. These findings suggest that intrinsic and organizational factors, such as effective leadership and support for work-life balance, are more impactful on job satisfaction than purely extrinsic rewards like salary. This emphasizes the importance of fostering a supportive and growth-oriented workplace culture to enhance employee satisfaction.

What are the primary challenges to your job satisfaction?

Table 8: What are the primary challenges to your job satisfaction?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Excessive workload**	14	35.0	35.0	35.0
	Lack of recognition or support	12	30.0	30.0	65.0

	Frequency	Percent	Valid Percent	Cumulative Percent
Limited career growth opportunities	4	10.0	10.0	75.0
Low salary and benefits	8	20.0	20.0	95.0
Poor work-life balance	2	5.0	5.0	100.0
Total	40	100.0	100.0	
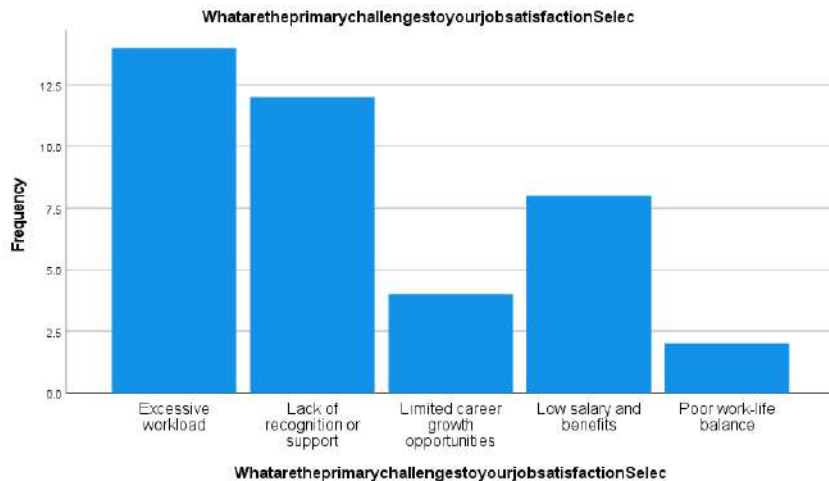
Figure 7: Graphical representation of what are the primary challenges to your job satisfaction

The analysis reveals that the primary challenges to job satisfaction are excessive workload (35%) and lack of recognition or support (30%), indicating significant stressors in the work environment. Low salary and benefits (20%) and limited career growth opportunities (10%) also contribute to dissatisfaction but to a lesser extent. Poor work-life balance (5%) is the least reported challenge. These findings highlight the critical need for interventions addressing workload management, recognition programs, and career development opportunities to enhance job satisfaction among employees**.**

Does your organizations culture promote employee wellbeing and satisfaction?

Table 9: Does your organizations culture promote employee wellbeing and satisfaction?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	7	17.5	17.5	17.5

	Frequency	Percent		Cumulative
Yes	33	82.5	82.5	100.0
Total	40	100.0	100.0	

Doesyourorganizationsculturepromoteemployeewellbeingand
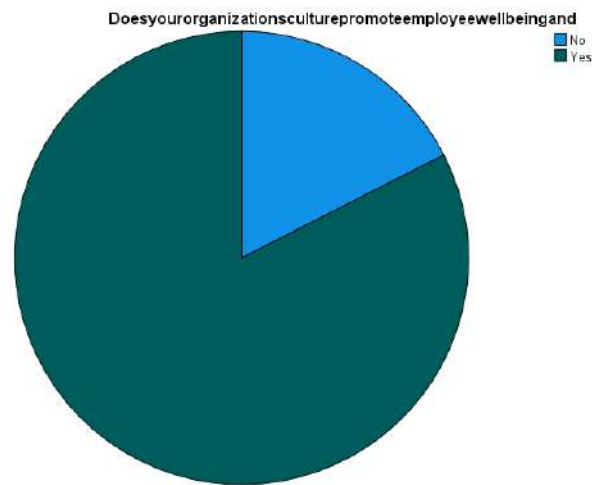
Figure 8: Graphical representation of does your organizations culture promote employee wellbeing and satisfaction?

The analysis indicates that the majority of respondents (82.5%) believe their organization's culture promotes employee well-being, reflecting a generally supportive work environment. However, 17.5% of respondents disagree, suggesting that while the organizational culture is largely positive, there are areas where improvements could be made to ensure inclusivity and comprehensive well-being support for all employees.

How do you perceive your leadership teams' impact on your job satisfaction?

Table 10: How do you perceive your leadership teams' impact on your job satisfaction?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Negative**	1	2.5	2.5	2.5
	Neutral	8	20.0	20.0	22.5
	Positive	24	60.0	60.0	82.5
	Very Negative	1	2.5	2.5	85.0
	Very Positive	6	15.0	15.0	100.0
	Total	40	100.0	100.0	
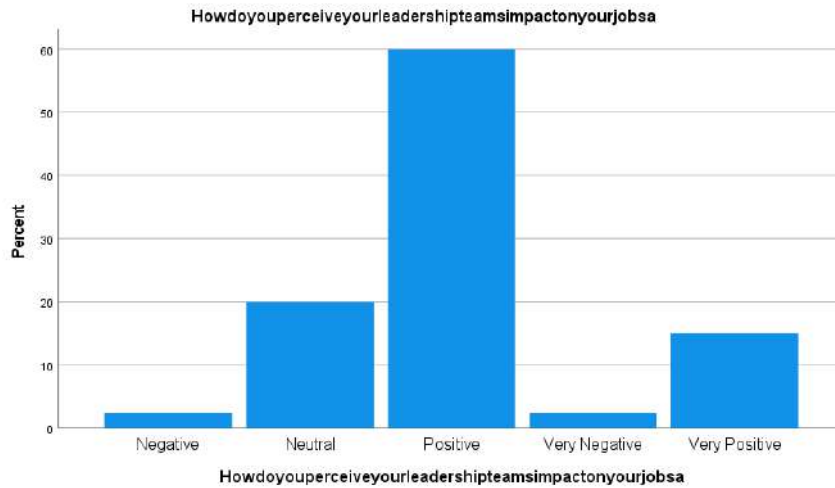
Figure 9: How do you perceive your leadership teams' impact on your job satisfaction?

The analysis shows that the majority of respondents perceive their leadership team's impact on their job satisfaction as positive (60%) or very positive (15%), indicating strong approval of leadership effectiveness. A smaller proportion remains neutral (20%), while only 5% report negative or very negative perceptions. These findings suggest that leadership is a significant factor in fostering job satisfaction, though there is room to address the concerns of the small group expressing dissatisfaction.

How often do you experience stress in your role?

Table 11: How often do you experience stress in your role?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Daily**	11	27.5	27.5	27.5
	Never	4	10.0	10.0	37.5
	Occasionaly	12	30.0	30.0	67.5
	Rarely	3	7.5	7.5	75.0
	Weekly	10	25.0	25.0	100.0
	Total	40	100.0	100.0	

Howoftendoyouexperiencestressinyourrole
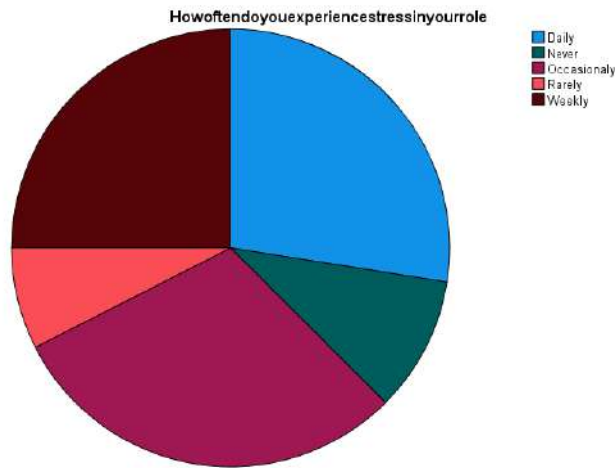
Figure 10: How often do you experience stress in your role?

The analysis indicates that stress is a common experience among respondents, with 27.5% reporting daily stress and 25% experiencing it weekly. Additionally, 30% encounter stress occasionally, while only 7.5% experience it rarely, and 10% report never feeling stressed. These findings highlight that stress is a prevalent issue, emphasizing the need for effective stress management strategies and support systems to improve employee well-being and job satisfaction.

What is the primary source of stress in your role?

Table 12: What is the primary source of stress in your role?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High patient demands	10	25.0	25.0	25.0
	Interpersonal conflicts	5	12.5	12.5	37.5
	Lack of resources/staff	5	12.5	12.5	50.0
	Long working hours	15	37.5	37.5	87.5
	Other	5	12.5	12.5	100.0
	Total	40	100.0	100.0	
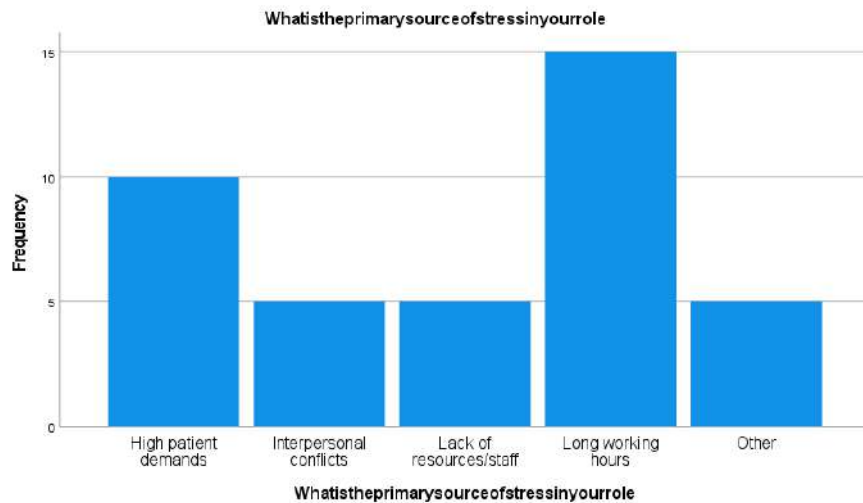
Figure 11: What is the primary source of stress in your role?

The analysis identifies long working hours (37.5%) as the primary source of stress among respondents, followed by high patient demands (25%). Interpersonal conflicts, lack of resources/staff, and other unspecified factors each account for 12.5%. These findings highlight the significant impact of extended working hours and workload on employee stress levels, underscoring the need for workload management and improved resource allocation to mitigate stress and enhance job satisfaction.

Rate your ability to maintain a work life balance

Table 13: Rate your ability to maintain a work life balance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Average**	15	37.5	37.5	37.5
	Excellent	9	22.5	22.5	60.0
	Good	15	37.5	37.5	97.5
	Very poor	1	2.5	2.5	100.0
	Total	40	100.0	100.0	
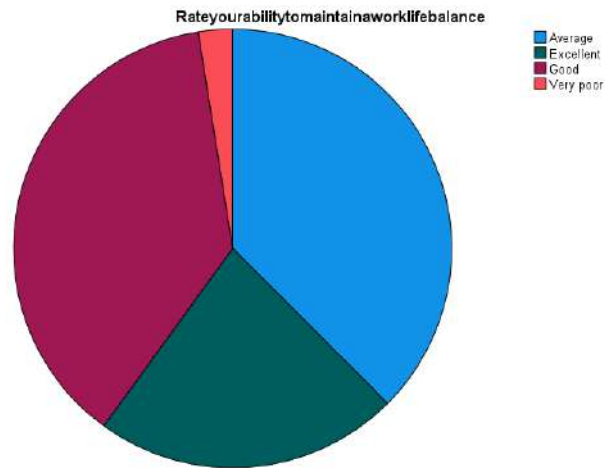
Figure 12: Rate your ability to maintain a work life balance

The analysis shows that most respondents rate their ability to maintain a work-life balance as average (37.5%) or good (37.5%), with 22.5% rating it as excellent. However, 2.5% report their work-life balance as very poor. These findings suggest that while many employees feel they manage a reasonable balance, there is still room for improvement, particularly for those who struggle to achieve balance. This highlights the importance of providing flexible working arrangements and support systems to enhance overall work-life harmony.

Would flexible working arrangements improve your satisfaction?

Table 14: Would flexible working arrangements improve your satisfaction?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**No**	5	12.5	12.5	12.5
	Yes	35	87.5	87.5	100.0
	Total	40	100.0	100.0	
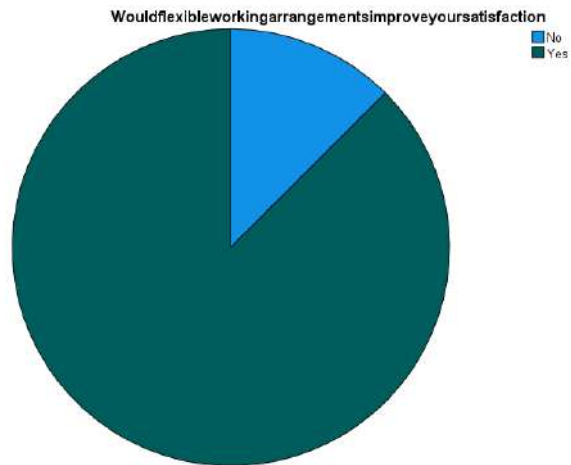
Figure 13: Would flexible working arrangements improve your satisfaction?

The analysis reveals that the vast majority of respondents (87.5%) believe that flexible working arrangements would improve their job satisfaction, while only 12.5% do not see this as a beneficial factor. This underscores the strong demand for flexibility in the workplace, suggesting that implementing such arrangements could significantly enhance employee satisfaction and well-being.

What motivates you most in your job? Select all that apply

Table 15: What motivates you most in your job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	2.5	2.5	2.5
	Helping patients and making a difference	15	37.5	37.5	40.0
	Professional development	23	57.5	57.5	97.5
	Recognition from peers or leaders	1	2.5	2.5	100.0
	Total	40	100.0	100.0	
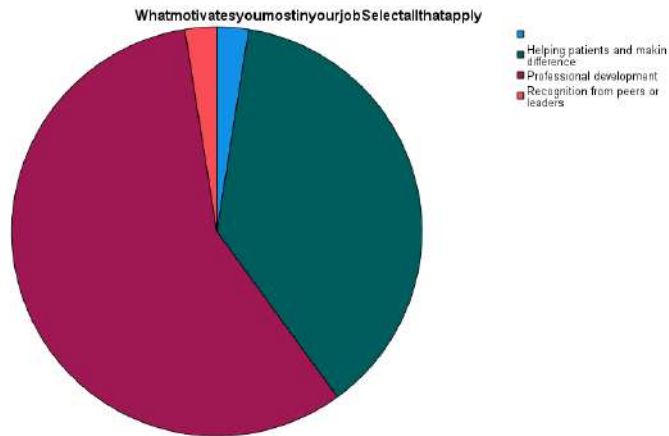
Figure 14: What motivates you most in your job?

The analysis highlights that the primary motivator for respondents is professional development (57.5%), followed by helping patients and making a difference (37.5%). Recognition from peers or leaders (2.5%) plays a minimal role in motivation. These findings suggest that opportunities for growth and the intrinsic reward of making a meaningful impact are key drivers of job satisfaction, emphasizing the importance of career development programs and fostering a sense of purpose in the workplace.

Are health and wellness programs offered to employees in your organization?

Table 16: Are health and wellness programs offered to employees in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**No**	4	10.0	10.0	10.0
	Yes, and they are effective	27	67.5	67.5	77.5
	Yes, but they are not effective	9	22.5	22.5	100.0
	Total	40	100.0	100.0	
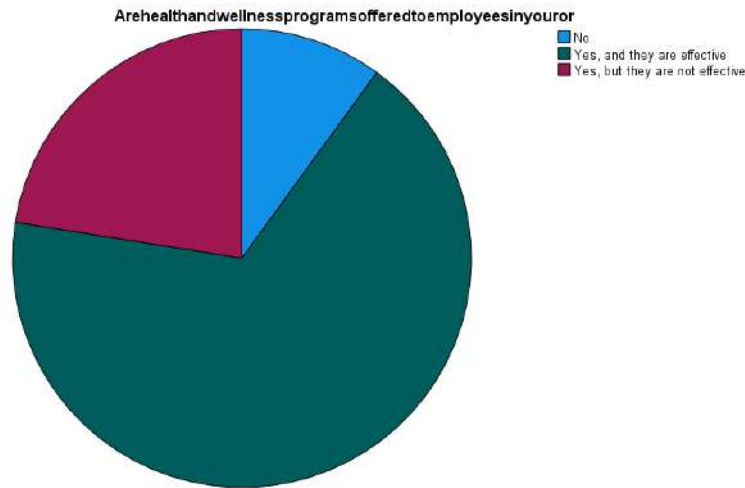
Figure 15: Are health and wellness programs offered to employees in your organization?

The analysis shows that most respondents (67.5%) report that health and wellness programs are offered in their organization and find them effective. However, 22.5% indicate that while such programs exist, they are not effective, and 10% state that no programs are offered. These findings suggest that while the majority benefit from effective wellness initiatives, there is a need to improve the impact and accessibility of these programs for a more inclusive and supportive workplace environment.

What changes would most improve job satisfaction in your organization? (Select up to two)

Table 17: What changes would most improve job satisfaction in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increased salaries/benefits	17	42.5	42.5	42.5
	Enhanced support for stress management	4	10.0	10.0	52.5
	Flexible working hours	7	17.5	17.5	70.0
	Improved management/leadership practices	12	30.0	30.0	100.0

	Total	40	100.0	100.0	
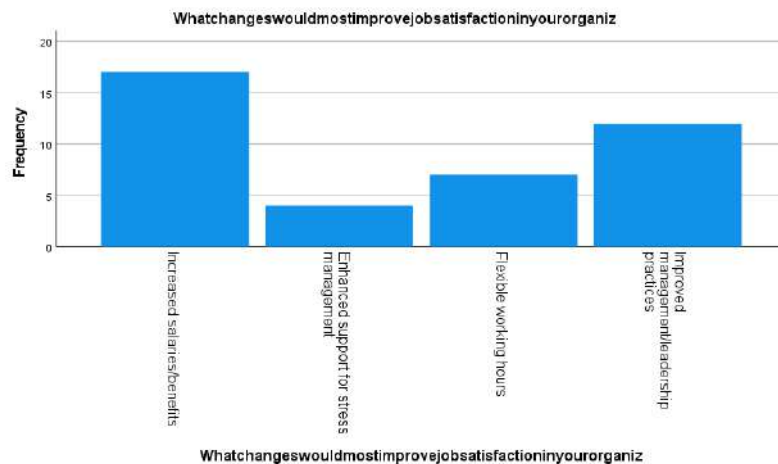
Figure 16: What changes would most improve job satisfaction in your organization?

The analysis reveals that increased salaries and benefits (42.5%) are the most frequently cited change to improve job satisfaction, followed by improved management and leadership practices (30%). Flexible working hours (17.5%) and enhanced support for stress management (10%) are also highlighted as important factors. These findings indicate that while financial compensation is a primary concern, organizational improvements in leadership and work flexibility are also crucial for enhancing employee satisfaction and well-being.

Do you feel your contributions are valued by your organization?

Table 18: Do you feel your contributions are valued by your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	1	2.5	2.5	2.5
	Sometimes	20	50.0	50.0	52.5
	Yes, always	19	47.5	47.5	100.0
	Total	40	100.0	100.0	
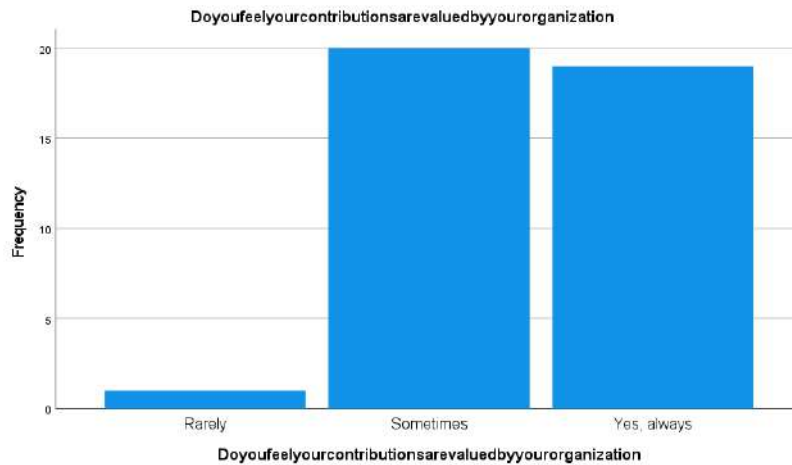
Figure 17: Do you feel your contributions are valued by your organization?

The analysis indicates that nearly half of the respondents (47.5%) feel their contributions are always valued by their organization, while 50% feel valued only sometimes. A small minority (2.5%) report rarely feeling valued. These findings suggest that while many employees perceive their efforts as recognized, there is a significant portion that experiences inconsistent acknowledgment, highlighting an opportunity for organizations to enhance recognition practices to improve overall job satisfaction.

Would you recommend a healthcare career in Manchester NHS Trusts to others?

Table 19: Would you recommend a healthcare career in Manchester NHS Trusts to others?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	2.5	2.5	2.5
	No	6	15.0	15.0	17.5
	Yes	33	82.5	82.5	100.0
	Total	40	100.0	100.0	
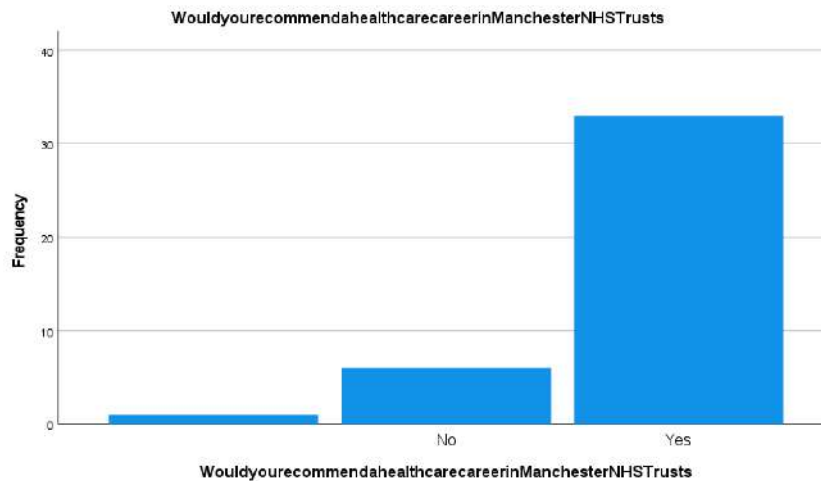
Figure 18: Would you recommend a healthcare career in Manchester NHS Trusts to others?

The analysis shows that a large majority of respondents (82.5%) would recommend a healthcare career in Manchester NHS Trusts, reflecting overall positive perceptions of the organization. However, 15% would not recommend it, and 2.5% provided no response. These findings suggest that while the organization is generally viewed favourably, addressing the concerns of the minority could further enhance its reputation and attractiveness as an employer.
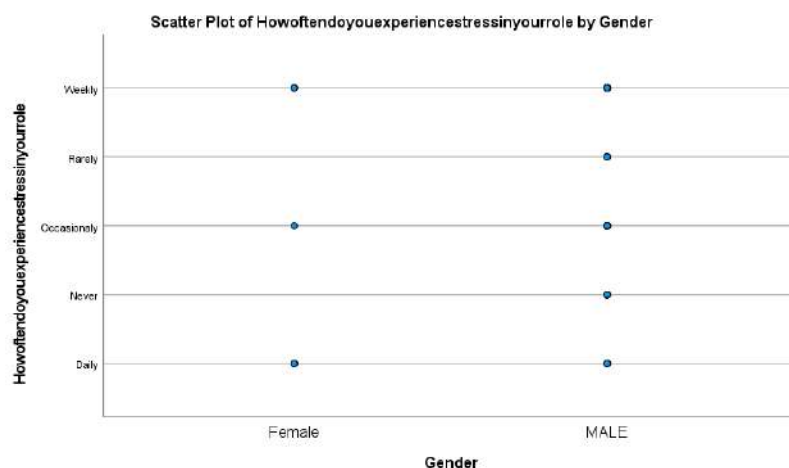
Figure 19: Scatter plot of how often do you experience stress in your job by Gender

Interlinking Quantitative and Qualitative Findings

Job satisfaction depends heavily on three main elements according to the quantitative data which include workloads and leadership styles and career development support. The

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qualitative interviews delivered supplementary details about how these factors impacted the healthcare workers' experiences. The quantitative study found that excessive workload was the main challenge according to 35% of respondents while daily stress affected 27.5% of the respondents. Research evidence from qualitative data demonstrated emotional exhaustion combined with higher workloads that negatively affected employee satisfaction at work. The participants underscored the effects of staffing shortages, heavy patient caseloads and prolonged work shifts to validate the survey results about elevated stress levels.

Job satisfaction depended heavily on the leadership style that healthcare professionals encountered at work. The survey results indicated 60% of respondents found their leadership team's effect to be positive but 20% had neutral opinions and 5% rated it negatively. Interview data enhanced existing statistical results by showing that employees reported higher engagement when working under transformational leadership which offered support but lost motivation when operated under strict directive management. The qualitative interviews shed more light on why some participants remained neutral or negative through their findings that insufficient recognition and poor communication explained their dissatisfaction.

Substantial concern about work-life balance appeared in the collected data from both sources. The survey results indicated that flexible work options would enhance employee job satisfaction according to 87.5% of survey respondents. Participants through qualitative interviews supported this by explaining rigid scheduling as a major reason for limited work-life balance which resulted in higher levels of burnout among employees. Workers who had adjustable schedules experienced greater job satisfaction rates which strengthened the information gathered in the survey.

The motivation factors among survey participant were professional development opportunities with 57.5% considering it essential and 10% faced with limited career growth as a potential challenge. It was reported by the interview participants that organizational training programs as well as mentorship opportunities existed but not for each and every staff member.

Employees' levels of job satisfaction were extremely depended upon their level of compensation and the recognition given by their organization. Survey results showed that 42.5 percent of respondents that received some pay increase or better benefits were more job satisfied, however, interviews gave further details of the reasons for such response. While the participants acknowledged that workplace culture and leadership quality were satisfied

Discussion

Leadership and Management Styles

Though, the leadership and management styles were also identified as the major factors that contribute to job satisfaction, since 75% of the respondents perceived their leadership team impact on their job satisfaction as positive or very positive. This confirms Goetz's (2015) findings that transformational leadership is crucial in healthcare settings. Saleh et al. (2018) gives an example that an effective leadership creates a supportive work environment, reduces stress and promotes the motivation of employees. Approximately, 5% of such respondents had negative perceptions about the leadership and that is why consistent managerial training is required to fill such vacuum in their leadership practices. (Prosser et al., 1999)

Work-Life Balance

A significant determinant to work life balance was flexible working arrangement as reported by 87.5 per cent of the respondents as one of the factors likely to raise the level of job satisfaction. According to Penconek et al. (2021), this is consistent with their findings that such companies retain employees at higher rates and that their rates of employee satisfaction are also higher. What is also interesting is the fact that even though only 20% said they had a poor work life balance, almost 37.5% also scored theirs average and 22.5%% as excellent. This repeated the struggles that health workers go through on harmonizing professional responsibilities with personal life responsibilities. (Sibbald, Bojke and Gravelle, 2003)

Professional Development Opportunities:

Almost 60 percent of respondents took most satisfaction from the professional development. This is also mentioned by Faragher et al. (2005) in this regard because the existence of the opportunities to advance their career increases their job satisfaction. At 10 percent of the respondents also termed limited career growth opportunities as a challenge in career growth and these also need further interventions that will support career growth.

Workload and Stress:

A most commonly identified problem was excessive workload (as much as 35% of the respondents were highly dissatisfied with this factor). Furthermore, the cases of stress are caused because a quarter of respondents answered that the high patient demands and a third of the respondents replied that the long working hours entail cases of stress while a quarter of the respondents responded that they do daily stress. First, these findings correlate with the study done by Diehl et al. (2021) on the fact that excessive workload is a major predictor of burnout and decrease in job satisfaction among nurses.

Organizational Culture:

The amount of job satisfaction depends on the organizational culture. The report also found that 82 and a half percent of those surveyed thought their organisations' culture encouraged employee well being. This is how it finds and expresses the above mentioned work of Niskala et al. (2012) that talked about the importance of supportive organizational environments in boosting job satisfaction, as claimed by Tung et al. (2020). However, in opposition to such views, 17.5% of respondents dissented and illustrated that organizational culture does not yet look inclusive enough. (Suleman, Hussain and Shehzad, 2018)

Critical Discussion of Findings:

Area of the findings described are the areas of development that needed in the job satisfaction of the healthcare workers in the Manchester NHS Trusts and include strengths and areas of development. Leadership, work life balance and professional development opportunities are viewed as the type of organization's employee well being commitment. However, the problems that need to be rectified are heavy workload, not recognizing one's work or having little or no professional development opportunities. (Tak, Curlin and Yoon, 2017)

Linking Findings to Literature Review:

These findings are in line with the Herzberg's Two Factor Theory, in which hygiene factors, salary, workload are factored from the motivators; professional development and recognition among other. While salary and similar hygiene factors are needed, they are not sufficient to result in long term satisfaction that comes through motivators which are satisfaction drivers for long term. To that end, if intrinsic and extrinsic factors anyway affect the intrinsic and

extrinsic values that a person seeks in this regard, such can influence the job satisfaction of these workers. (Yasin et al., 2020)

Chapter Summary:

In relation to existing literature, the findings are critically assessed in relation to the implications on the job satisfaction of Manchester NHS Trusts healthcare workers. These results are a good reinforcement that there are very positive aspects linked to effective leadership, easy access to professional development, but there are also negative aspects like workload, lack of recognition and career development. By fixing these problems with certain interventions, major improvements on job satisfaction and organizational outcomes can be achieved.

Chapter 6: Conclusions and Recommendations

Introduction to chapter

Consequently, this study chapter comprises an overall summary of all the findings of this study and points that one could synthesize and conclusions for real meaning towards the research objectives. This paper focuses on the leadership styles, work pressure, the level of growth development for a member of staff under their tenure of service, and state of organizational culture in relation to the job satisfaction of the workforce for Manchester NHS Trusts. Besides the above, the chapter also offers a discussion as to how these findings can be of importance particularly in regard to the formulation of constructive policy importance within the healthcare organisations that would enhance employee well being and retention. At the same time, the limitations of the research carried out are mentioned, as well as further research directions are suggested so that the work could be useful for a better understanding of job satisfaction in the field of healthcare.

Conclusions

This research was able to capture and answer the research objectives and questions specified in the research questions. The same was said regarding the work environment since it was stated that the results should have an impact on the job satisfaction. Satisfaction also increases in the positive manner within the good environment with the availability of resources and good communication also cements what Penconek et al., (2021) elaborate in the prior researches. However, similar to Diehl et al (2021), study on healthcare settings, staffing shortage and very high demand of patents were also found to be main negatives. These were the major factors that were governance by leadership and management styles in the organization. The findings of the study by Goetz (2015) support other positive leadership behaviors that are received as favorable by employees and include notions of cooperation as well as accessibility in leadership, which is linked to factors of employee participation, lesser burnout among employees and reduced high attrition rates among employees. This means that, the directive leadership styles did not flood the organisation with satisfaction as much as the promotion and relation styles of leadership.

Among these, the appealing multiple choice as an important part that was work life balance, majority opted that in order to enhance it, they should be allowed to have flexibility in the working hours. This is in concordance with the ideas by Edwards (2006) and Evans et al (2017) for whom work life balance would decrease stress and maintain high retention. Some of the opportunities were also found to be in relation to having career advancements. However, the subject raised by the respondents was that such opportunities were rare, and in fact for most of the posts they were virtually inexistent. The reason for job satisfaction as highlighted by Faragher et al., 2005 is offered based on a premise of having a good career growth. Also, concerning the research question, the results revealed that money is not the answer but also revealed that lack of sufficient benefits and no performance based incentive have a negative impact on morale, which is in tandem with Faragher et al., (2005) that fair pay is necessary.

The common thing found again is that 82.5 percent of respondents would prefer to use their recommendation for Manchester NHS trusts proving that the organisation has all in all positive perception. However, 2.5 per cent had not replied and 15 percent said that they would not recommend it to do so. This implies that the the organization is most often regarded in a positive light, however; issues that the minority population is able to attend to must be fixed because without them the employability status of the organization is at risk of diminishing and/or stagnation. The effort indicates that 47.5% of the respondents are of the perception that more often, or always their organization reuses their contributions while 50% reuse them at times; 2.5% sometimes reuse their contributions. A smaller proportion (2.5 million) say that it occurs rarely. Hence, many employees have come to feel that their work is valued while there is also a section of employees who remain unsure whether their work is valued and recruiting can then choose to generalize recognition to improve the general employees' job satisfaction.

It is further illustrated that the respondents' perception on the influence of the leadership team to the degree of job satisfaction is positive at 60% and very positive at 15% hence there is high satisfaction of leadership effectiveness. Thus, the least account that is captured is 20% for the neutral segment; a 5% harbours negative or very negative attitudes. These findings indicate that leadership is a significant determinant of job satisfaction as it seeks to improve the employees' state while at the same time ignoring the dissatisfaction of a few people. It was found that 30% of the respondents think that the leader and management style contribute

most to the level of job satisfaction; and 27.5% have cited work-life balance as a factor influencing the job satisfaction level; 22.5% have cited professional development opportunities as the primary factor that determine the level of their job satisfaction. Secondly, place (workplace) environment/culture is considered important (15%) while the compensation such as salary and benefits are least important (5%). It is not that salary is not valuable for job satisfaction, it is only valuable more than all other attributes or factors like intrinsic and organizational attributes of job such and strong, effective leadership for work – life balance. Consequently, emphasis is placed on building a growth type and friendly organizational climate that will make employees happy.

In this study, some of the sources of job satisfaction of health workers from Manchester NHS Trusts are established through the analysis of the interaction; between organizational structures; the personal motivators, and the challenges faced in the work place. The data that were collected from the survey and interview were decomposed into the aspects of leadership, workload, work life balance and professional growth. The specific areas that relate to job satisfaction such as, leadership behavior, opportunities for promotion and encouragement of a favorable organizational culture were revealed. Other factors that informed increased intolerance of the organization were being major drawbacks to job satisfaction and these included; workload, lack of recognition and resources. In this chapter, the findings of this research relate the answers to the research questions and objectives of this study, consolidate the outcome and suggest recommendations for the promotion of job satisfaction.

Recommendations

The following recommendations are made based on the results of the study regarding enhancing the job satisfaction; What is needed today is not only for the premium to be given to the leadership development but also for the managers to be trained to be transformational and collaborative. Secondly, another point closely related to the first one is that secondly leaders must always be accessible to those employees and provide them with continuous feedback on their issues. Subsequently, there is need to increase the staffing if the workload is deemed too much to help in avoiding exhaustion. Some of workplace stress occupations could be eliminated by making more equal the distribution of work among teams as well as through undertaking stress management programmes. They considered many factors which include having options to work from home and work week compression as positive policies. Thus, it is necessary to add these polices to the list of LLC organizational norms.

Furthermore, there is also an augmentation in the need to elaborate on the issue with the employees on professional development. This can be achieved by emphasis on particular strive for the formulation of new training programmes and establishment of mentorship programmes. This should also elaborate on how promotion and growth policies of persons in such specialized positions are fostered. Both recognition and rewards are something that needs to be injected into the individual that performs the job. Some of the measures include performance based incentives and other official awards which will give morale and the drive among the employees. Especially, the 'appraisal processes' should be transparent in order to enhance level of trust and satisfaction. Third, if left unmoderated, the strategy to support employee experiences should be different, equally, in ways that create a negative effect to other persons and create lack of harmony in the overall workplace experience; this can be achieved through a proper promotion of creative, collaborative, and trui'/transparency in needs.

Implications for Policy and Practice

1. Leadership Development: A need to adopt and spur a culture of training to enhance leadership development skills that transforms the managers' leadership skills may improve organizational performance and subsequently the employee satisfaction.
2. Reducing stress, and more especially a overloaded workload, could be tackled through introduction of a flexible staffing pattern besides redistributing workload.
3. Career Development: Creating more opportunities for a potential rise and, therefore, for learning new skills might be appealing for the long-term motivation.
4. Employee Benefits: Employees can also be supported through other forms of recognition, as well as the provision of appropriate emotional support which can prevent several instances of turnover.
5. Cultural Inclusivity: Another solution to the problem is to support a multicultural culture in the organization where disputes concerning equality between the employees are resolved.

Limitations

This paper has few limitations that should be considered. First, the small sample size of the patients in this study restricts the generalization of the current results to other areas or other countries' HC systems. Secondly, there is limitation in finding job satisfaction as it is a cross-

sectional study which only measures job satisfaction at a certain point in time not over the time period. Another potential source of bias is seen in the response since some participants might have a tendency of providing bias answers when it comes to issues to do with leadership and organizational culture. However, the generalisability to other trust and other types of industries employing healthcare staff may be limited because the study was conducted in Manchester NHS Trusts only.

Future Work

To extend the outcomes of the present investigation, future analysis should employ longitudinal design towards the aim of establishing more insights into the accruing nature of the job satisfaction. It might be useful to conduct similar research across other countries or healthcare systems to gain further understanding and look for additional commonalities between the two for the purpose of generalizing the study. Concerning other aspects of work psychology, the desire for bolstering job satisfaction would have benefited from additional analysis of EI and psychological safety. Maybe, the efficiency of measures applied, for example, in leadership development and workload distribution could be further improved with proper assessment of used strategies. Thus, revealing job satisfaction of others, including nurses and support staff, could have offered a wider view at the current issues and prospects for their improvement.

Summary of Chapter

The findings of the study were reviewed in this chapter and compared with previous research, and the possible solutions to the issues raised were introduced in an attempt to improve job satisfaction among Manchester NHS Trusts' healthcare workers. Assuming that some of these challenges include highly workload, fewer promotional opportunity, and lack of appreciation, it may be possible for healthcare organizations to enhance the wellbeing of the employees as well as attain high levels of employee retention. At the same time, there is a set of the measures that will help to create a supportive organizational culture and fair rewarding systems, and foster the employees' professional development to enhance their satisfaction with the job and the organization. Identifying the drawbacks of job satisfaction study and outlining further research possibilities will help gain a better understanding and contribute toward designing the extensive plans toward the institution's performance.

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Appendix

Appendix 1: Ethical Performa

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Appendix 2: Raw Data of 40 respondents to questionnaire

_Exploring
Determinants of Job

Appendix 3: Questionnaire

Exploring Determinants of Job Satisfaction Among Healthcare Workers in Manchester.pdf

Appendix 4: Data analysis file:

Nisar data
analysis.spv