



# Higher satisfaction, better performance? – A healthcare organisational comparative study

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# Methodology

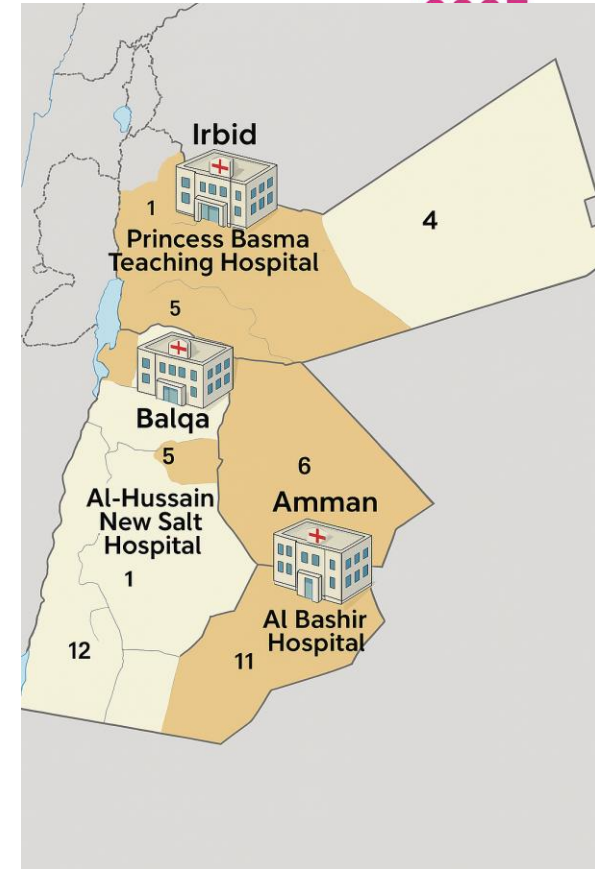
**Purpose:** To explore the relationship between healthcare workers' job satisfaction and organisational performance across three Jordanian hospitals with differing institutional characteristics.

**RQ: How does healthcare workers' job satisfaction relate to organisational performance in different hospital settings in Jordan?**

**Method:** quantitative, SPSS used to analyse the data of the year 2023

- demographic and background information
- 20 questions of the Minnesota Satisfaction Questionnaire (Weiss, 1967)
- performance and quality questions

403 questionnaires were filled out, with approximately 7% of staff participating in each hospital.



# Jordan teaching hospitals



Al Basheer Hospital



Al Hussein New Salt Hospital



Princess Basma Hospital

	No of beds	Medical specialities	Bed turnover rate	Avarage patient stay	Death rate	No of discharges
Al Basheer	1169	16	91,7	3,9	2	103 923
New Salt	395	9	83,4	3,1	1,8	30 111
Princess Basma	244	6	86,9	3,8	2,3	20 330

# Changes in performance indicators during the COVID era

Hospital	Rate of employee per bed					Admissions rate change	Occupancy rate change	Outpatient visits rate change
	2022	2021	2020	2019	2018	2022/21		
Al-Bashir Hospital	2,9	3,1	3,2	2,8	3	114%	107%	122%
Al Hussain New Salt Hospital	2,9	3,1	3,3	5,2	5,2	154%	185%	169%
Princess Basma Hospital	5,2	5,1	4,2	3,8	4,8	100%	90%	110%

- From the hospital performance indicators, we focused on assessing the workload of healthcare staff, comparing it both across the hospitals and within each hospital over the years.
- Hospitals A and Hospital C exhibited remarkably similar satisfaction levels, despite substantial differences in their institutional characteristics. The t-test proved the similarity, the only significant deviants in MSQ question 3 (The chance to do different things from time to time.).

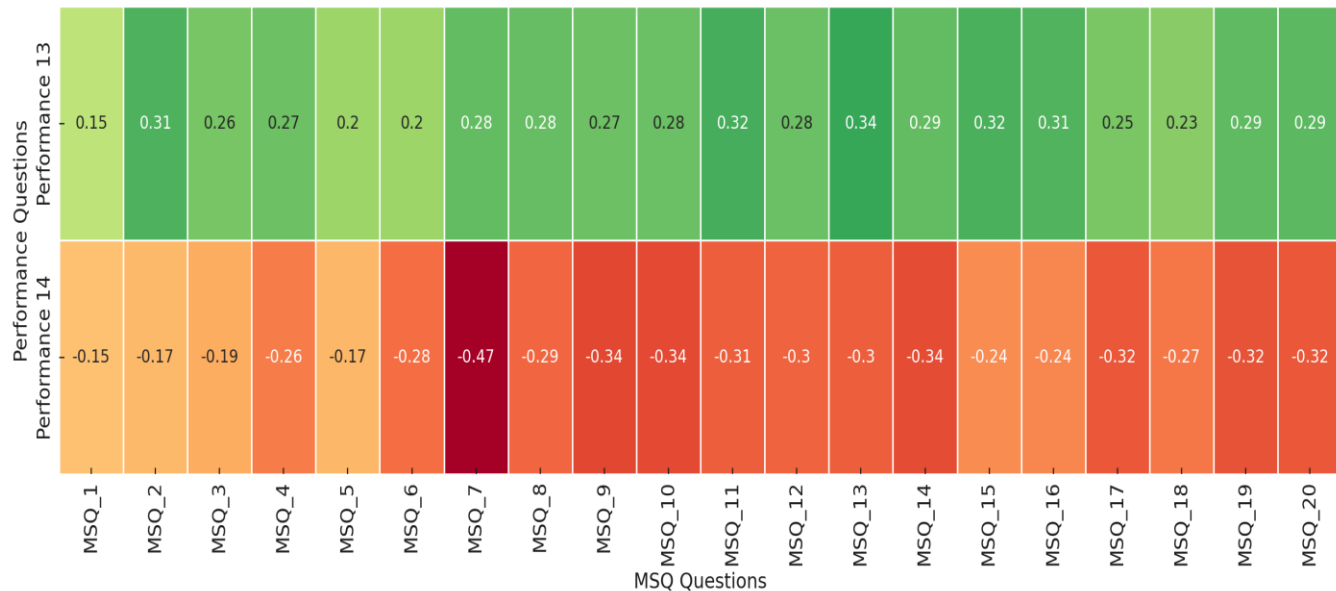
## MSQ Average Scores Across Hospitals

Question

Question	Hospital 1	Hospital 2	Hospital 3
1. Being able to keep busy all the time.	3.09	2.63	3.05
2. The chance to work alone on the job.	3.15	2.71	3.26
3. The chance to do different things from time to time.	2.99	2.91	3.33
4. The chance to be 'somebody' in the community.	3.15	3.08	3.33
5. The way my boss handles his/her workers.	3.14	2.73	3.10
6. The competence of my supervisor in making decisions	3.19	3.00	3.47
7. Being able to do things that don't go against my conscience.	3.25	2.93	3.47
8. The way my job provides for steady employment.	3.10	2.81	3.41
9. The chance to do things for other people.	3.22	2.88	3.41
10. The chance to tell people what to do.	3.22	2.88	3.41
11. The chance to do something that makes use of my abilities.	3.27	2.79	3.56
12. The way company policies are put into practice.	3.21	2.69	3.41
13. My pay and the amount of work I do	3.22	2.73	3.26
14. The chances for advancement on this job	3.13	2.73	3.41
15. The freedom to use my own judgment.	3.08	2.87	3.38
16. The chance to try my own methods of doing the job.	3.09	2.87	3.37
17. The working conditions.	3.19	2.81	3.36
18. The way my co-workers get along with each other.	3.12	2.79	3.40
19. The praise I get for doing a good job.	3.21	2.73	3.37
20. The feeling of accomplishment I get from the job.	3.19	2.73	3.37
	Hospital 1	Hospital 2	Hospital 3

Satisfaction Score

# Satisfaction tied to self-assessment of performance and quality



My performance is often higher than that of most workers on my job.

The quality of my work is lower than it should have been.



# Satisfaction and performance

## Job satisfaction

Overall, employee satisfaction is highest at Hospital C, where the workload is less concentrated, and employees perceive their performance and the quality of their work as good.

Health workers' satisfaction levels differ across the three hospitals as influenced by communication effectiveness, coordination among employees and between employees and management, availability of rewards and reorganisation for good work.

## Performance and quality

The statistical analysis revealed a significant difference in the satisfaction indicators of Hospital B compared to the other two hospitals.

When comparing (dis)satisfaction with performance, it can be concluded that Hospital B tends to underestimate its own performance, while at the same time rating the quality of its work higher than that of the other two hospitals.



# THANK YOU



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