



Research Article

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The Job Satisfaction Variation Due to Socio-Demographic Characteristics: An Indicator for CSR And Alignment with UN SDGs? Evidence in Healthcare Field in Turkey

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Abstract

This study seeks to examine the job satisfaction among different demographic groups of employees in the healthcare sector in Turkey. The study seeks to broaden the scope of job satisfaction by emphasizing its role as an indirect measure of the positive principles and practices that contribute to maintaining a high level of Corporate Social Responsibility (CSR) in line with the United Nations Sustainable Development Goals (UN SDGs) for groups of employees. This paper employed a survey to gather primary data. The survey forms utilized comprise two distinct sections. The initial section of the survey forms was determining the socio-demographic characteristics of the participants. The second portion of the poll utilized the Minnesota work satisfaction survey to measure job satisfaction. T-test and ANOVA are employed to detect disparities among separate employee categories. The findings suggest that there are disparities in the job satisfaction levels among employees belonging to at least two distinct groups with varying educational backgrounds ($p > 0.040$). Upon analyzing the job satisfaction of the staff based on their job positions, a notable disparity in job satisfaction was observed among at least two distinct employee groups in various roles ($p > 0.009$). No significant disparities in job satisfaction were seen across the employee groups based on age, marital status, parenting status, work experience, and monthly salary. Simultaneously, the paper establishes a connection between the job satisfaction and a more advanced level of corporate governance focused on CSR and aligned with the UN SDGs. This paper aims to explore the potential use of work satisfaction as an indicator in evaluating CSR and its alignment with the UN SDGs in the future.

Keywords: Job Satisfaction, Corporate Social Responsibility, Sustainable Development Goals, Healthcare

1. Introduction

Job satisfaction emerged as a concept in the 1920s, and its importance has increased day by day. It became even more important, especially in the 1940s, by spreading to more areas and audiences. We can define the concept of job satisfaction with expressions such as the individual's feelings, reactions, expectations and wishes towards his/her job. Since employees spend most of their lives at work, job satisfaction is extremely important for them, they think and feel about the job. At the same time, job satisfaction is extremely important as well for the managers since it has an impact on the job performance, productivity, and associated significantly with the financial performance of the company. Among the survival factors of the company the key contributors are the job satisfaction and retention of the employees (Irahor and Okolie, 2019). Job satisfaction is a mediator between training, benefits and compensation, and performance appraisal functions and the retention of employees (Kalyanamitra, et al., 2020). Also, the working conditions of the personnel are taken to be important for the job satisfaction. More particularly, satisfaction in the work environment affects their individual, physiological and mental state (Parlar, 2008). There is a positive correlation between job satisfaction and motivation (Van Scheers and Botha, 2014). Motivated and job satisfied employees have higher morale which positively affects the work order. However, the comprehension of job satisfaction is toward the understanding of the positive impact or emotions that a person has on their job. How much an employee is satisfied by the job could be understood by the constructive and satisfactory attitudes (Nguyen and Duong, 2020).

Despite advancement in some industrial sectors and replacement of human job positions with machines, the healthcare sector remains relatively stable and labor-intensive in this perspective. However, healthcare organizations nowadays is challenged by dynamic environment, environmental pressures, productivity, rising health costs and various needs of the workforce (Singh and Jain, 2013). Complementary, in the given global and complex context, employees' satisfaction, motivation, and commitment in the healthcare organizations is high in demand as most of the employees directly intervene with other people's health, life or survival. CSR activities directly affect the work satisfaction and organizational commitment of employees, who are important stakeholders in organizations (Murshed et al., 2021). Organizations possess the requisite resources, workforce, and technology to actively pursue the UN SDGs, thereby assuming a responsibility towards society. The UN SDGs serve as an optimal framework for CSR programs. SDGs, share a similar objective to CSR, which is the betterment of society. However, SDGs specifically focus on tackling the challenges faced by the present and future global community. According to the CSR Triple Bottom Line theory (Książka and Fischbach, 2017), CSR is a business model that integrates ethical considerations by achieving a harmonious equilibrium between economic objectives, environmental requirements, and social demands (Fallah Shayan et al., 2022).

This study investigates the notion of job satisfaction among employees in a healthcare organization, identifies both its favorable and unfavorable elements, and seeks to enhance the good features. The objective is to assess employee perceptions of job satisfaction by considering individual criteria such as gender, age, marital status, parental status, education level, professional experience, experience within the healthcare organization, job position, and monthly pay. The primary study inquiry pertains to whether there exists a notable disparity among the employee groups based on these individual factors. While numerous researches examine the influence of individual factors on CSR perceptions and the resulting variations, there is a lack of consensus regarding their precise effects. The objective of this study is to contribute to the existing body of knowledge by offering novel empirical findings from Turkey, serving as an illustrative case of a developing nation. This study seeks to examine the job satisfaction levels among different demographic groups of employees. More particularly, the paper addresses the differences between the job satisfaction in diverse groups of employees clustered by gender, age, marital status, parental status, education level, experience in the profession, experience in the healthcare organization, job position, and monthly income in Turkey in the healthcare field. The study aims to expand the field of job satisfaction by stressing job satisfaction

as an indirect indicator pointing out the favorable principles and practices toward maintaining a high level of CSR in line with the UN SDGs for the clustered communities of employees. The subsequent part of the investigation is outlined below. The initial discussion revolved around the notion and significance of job satisfaction, as well as the theories and elements that influence it. The survey results and their analysis for the healthcare organization employees and findings were presented. Conclusion and recommendations were presented in the final section.

2. Theoretical Background and Hypotheses Development

Because job satisfaction is important for businesses, several theories about the job satisfaction itself are reviewed. Herzberg et al., (1959) developed the *Double Factor Theory* (dual-factor or two-factor, Herzberg Model) contemplating the internal and external factors for job satisfaction and job dissatisfaction. Some motivating (internal) factors are responsibility and work itself, while some of the hygiene (external) factors that prevents the dissatisfaction are physical working conditions, and compensation and benefits (Stello, 2011). According to Herzberg, the most reliable method to attain job satisfaction is by achieving achievement and taking responsibility. The *Equity Theory* by Adams (2015) refers to the social comparison of rewards that employees receive in return for the work they do (i.e., compensation etc.), compared to the rewards that employees in similar positions and contribution to the work (equal effort, equal education, etc.) are receiving (Mc Cormick and Ilgen, 1987; Jalagat, 2016). The Maslow's (1943) *hierarchy of needs theory* developed on the view that the satisfaction results of the level of meeting of needs. Aslan et al., (1996) states that when the organization meets the needs of its employees, they are likely to be satisfied. Similar to this statement, when one's needs are met, he will be satisfied, if not, he will feel dissatisfied. Here the job satisfaction may be seen as influenced by other needs as well, not particularly related to the job (Acquah et al., 2021). The *need for achievement, affiliation, and power theory* by McClelland in 1960s, argues that there are three basic motivations that are effective in working life: the need for success, the need for power, and the need for attachment (McClelland, 1985; Ezennia and Mutambara, 2022). Alderfer (1972) adapted Maslow's hierarchy of needs to *existence, relatedness, and growth theory* with implication to working life and the human needs in institutions. The existence needs are physiological and material needs (food, water, and shelter), the relatedness needs involve interpersonal relationships with fellow employees and supervisors, and the growth needs gravitated around the intrinsic desire of an employee to grow and fulfil human potential (Shikalepo, 2020). The *expectancy theory* was effectively formulated for corporate behavior by Vroom in 1964 (Vroom, 1964). According to this theory, human needs are not sufficient to initiate behavior, and that the individual has an expectation that his needs will be satisfied because of performing a behavior (Rayat and Gupta, 2021; Vroom et al., 2015). Lawler-Porter's *Multivariate Motivation Theory* (Porter and Lawler, 1968) contributes to the importance of motivation in businesses, and more particularly the relationship between performance and job satisfaction. This theory is the version of Vroom's theory developed in this direction. This theory focuses on equitable rewards as one of the elementary variables of satisfaction of the employees (Mdhlalose, 2022). As per the Goals Setting Theory proposed by Locke and Latham (1990), individuals see and understand their surroundings, and subsequently assess these observations based on their personal value judgements. The goals that individuals set also determine their motivation levels. According to the original theory, when the goal is well known and specific and has a relative (appropriated) difficulty level that employe can endure and cope, then the goal encourages change in people behaviors; in addition, Locke and Latham also identified clarity, challenge, commitment, feedback, and task complexity as key factors for obtaining success in goal attainment (Gkizani & Galanakis, 2022).

Motivation, leadership, and organizational culture significantly contribute to increased job satisfaction. Enhanced job satisfaction correlates with improved employee performance (Paais and Pattiruhu, 2020). Not only that the high job satisfaction employees have better job performance, also they exercise a lower absenteeism, and lower desire to seek a new job (Öztürk and Özdemir, 2003).

Intriguingly, when job satisfaction is low it leads to a job change and job change is bringing satisfaction which starts to decline (Boswell at all 2005). Low satisfaction potentially leads to a high staff turnover and drain of trained labor force (Topçu, 2009). The employees lacking satisfaction are characterized by some of the work behaviors such as spent time at work for private tasks, taking long breaks, appearing busy without doing work, chatting with co-workers on trivial matters, delaying work, deliberately ignoring rules and disobeying orders, low quality of the delivery, decreased productivity, defying authority, displaying aggressive behavior towards co-workers and superiors, taking revenge etc. (Akıncı, 2002; Çalışkan, 2005; Sevimli and İşcan, 2008). Low job satisfaction indicates institution have deteriorated and it costs high (Çalışkan, 2005 and Acar, 2007). More specifically, deterioration may involve a discrimination when a group/cluster of employees (community) with comparable education, capacities, experience, training and receives different treatment in promotion, compensation and occupational access based on some individual characteristics not related to productivity like gender etc (Palaz, 2002).

Given the above, it is important to have an improved insight into the complex nature of job satisfaction, the challenges/ benefits of (no)satisfied employees and eventual uncovered issues with respect to the CSR practices and towards alignment with UN SDGs. There are many factors that positively or negatively affect employee satisfaction, and we particularly focused on the socio-demographics such as gender, age, marital, parental, educational, experience status etc. Therefore, to dwell socio-demographic characteristics, the following hypothesis was tested at the researched healthcare organization in Turkey in this paper:

H1: There are differences in the level of job satisfaction between the group of employees with different age, marital, parenting, educational level, working experience, years of service in the given organization and in the profession and economic satisfaction status.

3. Methodology

This article utilized a survey as a means of collecting data to ascertain the job satisfaction of healthcare practitioners. The survey forms used consist of two parts. In the first part of the survey forms, socio-demographic characteristics of the participants were determined. There are questions regarding gender, age, marital status, parental status, education level, experience in the profession, experience in the healthcare organization, job position, and monthly income. The second component of the survey utilized the Minnesota work satisfaction survey as a means of assessing job satisfaction. Participants were asked to rate their responses using a 5-point Likert scale. The Minnesota job satisfaction scale was established by Weiss, Dawis, and England in 1967 (Shouksmith et al., 1990). Karataş et al. (2012) indicated that the scale was converted to Turkish by Baycan (1985) and subsequent validity and reliability studies were conducted, resulting in a Cronbach's alpha of 0.77. The Minnesota scale is the preeminent and extensively employed scale in academic research for assessing employee job satisfaction.

In the survey method, completely clear and unambiguous answers may not be obtained due to restrictions such as employees' positions, strategies, policies, and supervisor reactions. However, job satisfaction measurement is solely based on the information provided by the employees. For this reason, for the measurement to be accurate and reliable, the scale we use must be appropriate and consistent with the purpose of the participants giving accurate and reliable information. The data obtained from the answers given to the questions in the questionnaire we prepared were evaluated by applying ANOVA (One-Way Analysis of Variance) and the T test using the Likert type scale, which is widely used in social sciences.

4. Results and Discussion

A survey with a total of 29 questions, including Socio-Demographic Characteristics (9 Questions) and Job Satisfaction Survey (20 Questions) was prepared and distributed to all employees of a healthcare

organization. The number of personnel working in this organization is 103. For 103 employee 91 of the distributed questionnaires were returned and all were evaluated. Corresponding results and analysis are given below. The resulting data of research have been analyzed by using SPSS program and frequency analysis test, independent t test and one-way ANOVA test were used to evaluate the data. The results have been evaluated at the %95 confidence interval and %5 significance level.

4.1 Socio-Demographic data

Information about the socio-demographic characteristics of the participants of the organization are summarized as below: Gender: male 71.4%, female 28.6%; Age: 20–29 26.4%, 30–39 48.4%, 40–49 24.2%, 50+ 1.1%; Marital status: married 71.4%, single 28.6%; Parental status: 68.1% with children, 31.9% without children; Education level: high school 7.7%, college 20.9%, university 49.5%, and graduate 22.0%; Experience in the profession: 1–5 years 27.5%, 6–10 years 12.1%, 11–15 years 29.7%, 16–20 year 22.0%, 20+ years 8.8%; Experience in the organization: 1–5 years 63.7%, 6–10 years 23.1%, 11–15 years 8.8%, 16–20 years 4.4%; Job position: specialist doctor 20.9%, practitioner doctor 20.9%, registered nurse 22.0%, nursing assistant 7.7%, licensed practical nurse 17.6%, secretary 20.9%; Monthly income: lowest income at the organization 5.5%, medium to low income at the organization 34.1%, medium income at the organization 23.1%, medium to high income at the organization 13.2%, high income at the organization 24.2%.

4.2 Job Satisfaction Survey

Job satisfaction survey results were analyzed and the data were explained in tables under separate headings. The frequencies, percentages, means and standard deviations of the answers to the job satisfaction questions are presented in Table 1.

According to Table 1, when the participants' answers to the questions of job satisfaction, the expression "in terms of *having the opportunity to be promoted in the job*" is in the highest average with 3.52, and the expression "*in terms of my colleagues agreeing with each other*" is in the lowest average with 2.1. Many authors pointed out the importance of the promotions over the job satisfaction (Ozel and Bayraktar, 2018, Miah and Hafid, 2019) which is in compliance with our findings.

Table 1. Frequencies, percentages, averages, and standard deviations of answers to job satisfaction questions.

Job Satisfaction Statements			1	2	3	4	5	Average	Standard Deviation
1	In the sense that it always keeps me busy	f	8	44	17	14	8	2.67	1.116
		%	8.8	48.4	18.7	15.4	8.8		
2	In terms of the possibility of working alone	f	9	43	21	11	7	2.6	1.074
		%	9.9	47.3	23.1	12.1	7.7		
3	In terms of having the chance to do different things from time to time	f	7	35	24	15	10	2.85	1.135
		%	7.7	38.5	26.4	16.5	11		
4	In the sense that it gives me the chance to become a respected person in society	f	9	40	16	19	7	2.73	1.136
		%	9.9	44	17.6	20.9	7.7		
5	In terms of the way my supervisor handles the people under his command	f	18	29	23	10	11	2.64	1.261
		%	19.8	31.9	25.3	11	12.1		
6	In terms of my supervisor's decision-making ability	f	12	39	20	10	10	2.64	1.179
		%	13.2	42.9	22	11	11		
7	To have the opportunity to do things that are not contrary to my conscience	f	14	46	24	5	2	2.29	0.873
		%	15.4	50.5	26.4	5.5	2.2		
8	In terms of providing me with a stable job opportunity	f	13	53	11	10	4	2.33	1.001
		%	14.3	58.2	12.1	11	4.4		
9	In terms of having the opportunity to do things for others	f	19	54	11	1	6	2.13	0.98
		%	20.9	59.3	12.1	1.1	6.6		

Job Satisfaction Statements			1	2	3	4	5	Average	Standard Deviation
10	In terms of having the opportunity to tell people what to do	f	15	48	20	6	2	2.25	0.889
		%	16.5	52.7	22	6.6	2.2		
11	In terms of having the chance to do something using my own talents	f	13	41	19	10	8	2.55	1.138
		%	14.3	45.1	20.9	11	8.8		
12	In terms of implementing the decisions taken regarding the business	f	5	48	20	13	5	2.62	0.986
		%	5.5	52.7	22	14.3	5.5		
13	In terms of the work. I do and the pay I receive in return	f	6	34	16	26	9	2.98	1.154
		%	6.6	37.4	17.6	28.6	9.9		
14	In terms of having the opportunity to be promoted within the job	f	4	15	22	30	20	3.52	1.139
		%	4.4	16.5	24.2	33	22		
15	In terms of giving me the freedom to implement my own decisions.	f	7	28	18	28	10	3.07	1.172
		%	7.7	30.8	19.8	30.8	11		
16	In terms of giving me the chance to use my own methods while doing my job.	f	12	40	23	10	6	2.54	1.068
		%	13.2	44	25.3	11	6.6		
17	In terms of working conditions	f	9	48	12	20	2	2.54	1.014
		%	9.9	52.7	13.2	22	2.2		
18	In terms of my colleagues agreeing with each other	f	28	41	10	9	3	2.1	1.055
		%	30.8	45.1	11	9.9	3.3		
19	In terms of being appreciated for my work	f	10	28	17	25	11	2.99	1.234
		%	11	30.8	18.7	27.5	12.1		
20	From the feeling of success. I feel in return for the work I do	f	16	42	23	5	5	2.35	1.015
		%	11	30.8	18.7	27.5	12.1		

Table 2. Independent groups t-test results for job satisfaction according to their gender

Gender	N	Average	Standard Deviation	F	Sig (p)	T
Male	65	2.54	0.483	0.206	0.418	1.046
Female	26	2.61	0.604			1.174

According to Table 2, when examined job satisfaction in terms of gender, it was observed that there was *no* significant difference between the two paired groups.

Table 3. One-way analysis of variance in job satisfaction differences by age

Age Ranges (Years)	N	Average	Standard Deviation	F	Sig (p)
20-29	24	2.7	0.7	1.333	0.269
30-39	44	2.586	0.666		
40-49	22	2.65	0.566		
50 and +	1	2	---		

According to Table 3, when examined job satisfaction in terms of age, it was observed that there was *no* significant difference in job satisfaction of employees.

Table 4. Independent groups t-test results for job satisfaction according to their marital status

Marital Status	N	Average	Standard Deviation	F	Sig (p)	T
Married	65	2.558	0.65	0.199	0.656	1.396
Not married	26	2.769	0.66			1.387

According to Table 4, when examined job satisfaction in terms of marital status, it was observed that there was *no* significant difference between the two paired groups.

Table 5. Independent groups t-test results for job satisfaction according to their parental status

Parental Status	N	Average	Standard Deviation	F	Sig (p)	T
With children	62	2.549	0.636	0.895	0.347	-1.475
Without children	29	2.766	0.686			-1.434

According to Table 5, when job satisfaction examined according to whether the employees had children or not, it was observed that there was no significant difference between the two paired groups.

Table 6. One-way analysis of variance in job satisfaction according to education level

Education Level (degree)	N	Average	Standard Deviation	F	Sig (p)
High school	7	2.543	0.6	2.882	0.040
College	19	2.316	0.661		
University	45	2.8	0.6		
Graduate	20	2.5175	0.7		

According to Table 6, there are differences in the job satisfaction of employees between at least two groups with different education levels ($p > 0.040$).

Table 7. One-way analysis of variance in job satisfaction by years of experience in the profession

Experience in the profession	N	Average	Standard Deviation	F	Sig (p)
1-5 years	25	2.574	0.652	0.918	0.457
6-10 years	11	2.346	0.729		
11-15 years	27	2.63	0.712		
16-20 years	20	2.808	0.583		
21 + years	8	2.618	0.542		

According to Table 7, when examining job satisfaction in terms of years of experience in the profession, it was observed that there is no significant difference in job satisfaction of employees.

Table 8. One-way analysis of variance in job satisfaction by years of experience in the organization

Experience in the organization	N	Average	Standard Deviation	F	Sig (p)
1-5 years	58	2.571	0.693	0.365	0.778
6-10 years	21	2.664	0.595		
11-15 years	8	2.725	0.611		
16-20 years	4	2.850	0.635		

According to Table 8, when the employees' job satisfaction is examined according to the years of the experience in the organization, it was observed that there is no significant difference in the job satisfaction of employees. In addition, it can be noted that job satisfaction is increasing by the years of experience in the organization.

Table 9. One-way analysis of variance in job satisfaction according to his/her job position at the organization

Job Position	N	Average	Standard Deviation	F	Sig (p)
Specialist Doctor	19	2.303	0.61	3.329	0.009
Practitioner Doctor	10	3.23	0.473		
Registered Nurse	20	2.488	0.819		
Nursing Assistant	7	2.757	0.653		
Licensed Practical Nurse	16	2.738	0.491		
Secretary	19	2.597	0.516		

According to Table 9, when the job satisfaction of the staff was examined according to their duties in the organization, a significant difference was found in the job satisfaction of the organization employees ($p > 0,009$).

Table 10. One-way analysis of variance in job satisfaction by monthly income level at the organization

Monthly income level at the organization	N	Average	Standard Deviation	F	Sig (p)
Lowest	5	2.88	0.503	0.268	0.898
Medium to low	31	2.631	0.702		
Medium	21	2.583	0.52		
Medium to high	12	2.654	0.677		
High	22	2.555	0.757		

According to Table 10, when the employees' job satisfaction according to monthly income level at the organization were examined, it was observed that there was no significant difference in job satisfaction of employees. In addition, it can be noted that job satisfaction is decreasing because of the increasing monthly income level at the organization.

Furthermore, there are no differences at level 0.05 in the job satisfaction between the groups of employees clustered by gender ($p < 0.418$), age ($p < 0.269$), marital status ($p < 0.656$), parenting status ($p < 0.347$), working years in the profession ($p < 0.457$), working year in the organization ($p < 0.778$) and monthly income ($p < 0.898$). Studies from the healthcare field also indicate similar results to our findings. Cañadas-De la Fuente et al., (2018) stated that gender, marital and parental status for job satisfaction are linked to burnout. Putra et al., (2020) examined the effects of job satisfaction and organizational commitment on nurse retention. Kaileh et al., (2022) pointed out that, particularly in the field of nursing, the acceptance, work environment, discriminatory challenges, and wages are factors for job satisfaction levels. Our findings are distinguished with few other studies referenced Carvajal et al., (2019) by where females recorded higher levels of job satisfaction. Furthermore, our finding distinguishes the findings by Serrano-Lopez et al., (2019) where males recorded higher job satisfaction when they are elder, but this is not valid for females, but are similar with our findings to the point of no significant relationship between job satisfaction and marital status of the employees. In study by Drabe et al., (2015) reported that different factors influence the job satisfaction of older vs younger employees. At another study by Mauno et al. (2013) pointed that younger employees need support to maintain work-family imbalance and high workload, and older employees need support to cope with job insecurity. Moreover, there are statistically significant differences at level 0.05 in the job satisfaction between the groups of employees clustered by educational level ($p > 0.040$) and job positions/duties ($p > 0.009$). According to the integrative review by Halcomb et al., (2018) other studies have been divided and varying between apparent and non-existent relationship between the job satisfaction to and work satisfaction. In addition to socio-demographic factors, the level of job

satisfaction is explained by different factors such as teamwork, work–family balance, autonomy, identification with the organizational strategy, and support received by the supervisor support (Alegre et al., 2016).

The study, besides that enriches the theory, it provides another dimension for promotion of the Job Satisfaction as a relevant indicator of the CSR orientation of healthcare organizations. Furthermore, it contributes to the practice by giving insights to the managers in the healthcare business. The managers are advised to contemplate and monitor the organizational practices and their effects on the various groups of employees, such as gender, age, marital status, parental status, education level, experience in the profession, experience in the organization, job position and monthly income. In that regard, healthcare organizations can develop and implement a variety of CSR practices. Specifically, healthcare organizations throughout their leadership, job design, practices and organizational culture can influence to better alignment of the healthcare organizations to ensure:

- **wellbeing for all employees and at all ages**, which is in direct conjunction with Goal 3 of the UN SDGs.
- **gender equality** which is in direct conjunction with Goal 5 of the UN SDGs.
- **decent work for all employees** which is in direct conjunction with Goal 8 of the UN SDGs.
- **awareness increases of the need for equal treatment** among professionals in healthcare in Turkey compared to other countries, which is in direct conjunction with Goal 10 of the UN SDGs and
- **awareness increases the need to build** effective, accountable and inclusive institutions, which is in direct conjunction with Goal 16 of the UN SDGs.

5. Recommendations and Conclusions

In this study, the concept of job satisfaction, its positive and negative aspects, concepts related to job satisfaction, factors affecting job satisfaction, benefits of job satisfaction and job dissatisfaction were discussed with evidence in the healthcare field in Turkey. This paper addresses the differences between job satisfaction in diverse groups of employees clustered by gender, age, marital status, parenting status, education level, work experience, job position, and monthly income in the healthcare field in Turkey. The Minnesota job satisfaction questionnaire was used to collect primary data. T-test and ANOVA were used to identify differences between distinct categories of employees. The findings indicate that there are differences in the job satisfaction of the employees between at least two of the groups with different education levels ($p > 0.040$). A positive contribution can be made in terms of job satisfaction by supporting both in-service training and individual training to be received from outside the institution, which will contribute to the personal development of employees. When the job satisfaction of the staff was examined according to the job positions of the employees, a significant difference in job satisfaction was found between at least two of the groups of employees in different jobs ($p > 0,009$). No differences in job satisfaction were found between the groups of employees by gender, age, marital status, parenting status, working experience, and monthly income. However, it can be noted that job satisfaction is increasing over the years of experience in the organization. One reason for this could be seen as employees' promotions in time. Therefore, it can be recommended that providing promotion opportunities will make employees more determined and enthusiastic about the work done, which will increase their job satisfaction levels. In order to contribute to the job satisfaction levels of organization staff, reward and wage concepts can be implemented. If the motivation of employees is increased, there will be a positive return. Reward-oriented strategies can further the goals of institutions in the long term.

The diversity of the findings alludes to the complexity of job satisfaction. In parallel, many other external factors may interfere with individual job satisfaction gravitating around culture, social status, economic conditions of the region, general environment. Therefore, we can conclude that each

organization should monitor its job satisfaction of the employees. Job satisfaction seems to be identified as a very individual characteristic of the organization and thus genuine approaches might work very differently in each specific case. Our paper contributes towards a better understanding of the complexity of job satisfaction, particularly in the healthcare field in Turkey. In parallel, the paper links job satisfaction to a higher level of governance towards CSR and in line with the UN SDGs. This paper may contribute toward entailing job satisfaction as an indicator in the CSR evaluations and alignment with the US SDGs in the future.

And to be more crucial in the matter of job satisfaction, we point to its link with productivity and organizational commitment. Therefore, we emphasize the importance of job satisfaction, which can be an indicator of a need to improve the CSR principle and practices, and thus to be used to improve the policies and practices on a wider scale, such as industries, regions, communities, etc.

The limitations of the study arise from the scope of only one healthcare organization, and from the sample size with 91 responses, which might influence the generalization of the conclusions. Therefore, we recommend an action research study at an organizational level to better contemplate the compelling changes that will positively affect job satisfaction. At a higher level, we recommend further research that will represent the broader healthcare industry in Turkey. Furthermore, we also recommend a broader study that should deploy job design, leadership styles and organizational culture as a factor to influence the relationship of job level satisfaction and CSR practices.

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