

## Factors Affecting Job Satisfaction and Performance of Health Workers at Community Health Centers

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### ABSTRACT

**Background:** Motivation, leadership, career development, and rewards or incentives are important determinants of job satisfaction and performance among healthcare workers at Community Health Centers (CHCs). This study aimed to analyze and estimate the association between motivation, leadership, career development, rewards/incentives, job satisfaction, and the performance of healthcare workers.

**Subjects and Method:** This was a cross-sectional study involving 200 healthcare workers from CHCs in Kerinci Regency, Jambi Province, conducted from October to November 2024. Samples were selected using accidental sampling. The dependent variable was health worker performance, the mediating variable was job satisfaction, and the independent variables were motivation, leadership, career development, and rewards/incentives. Data were collected using structured questionnaires and analyzed using path analysis.

**Results:** Healthcare workers with high motivation were more likely to perform well than those with low motivation ( $b=0.31$ ; CI 95%=0.18 to 0.45;  $p<0.001$ ). Healthcare workers with high job satisfaction were more likely to perform well than those with low job satisfaction ( $b=0.43$ ; CI 95%=0.30 to 0.46;  $p<0.001$ ). Healthcare workers with high job satisfaction were more likely to be well motivated than those with low job satisfaction ( $b=0.21$ ; CI 95%=0.13 to 0.29;  $p<0.001$ ). Health workers who had a positive perception of leadership were more likely to be satisfied with their work than with a negative perception ( $b=0.74$ ; CI 95%=0.68 to 0.80;  $p<0.001$ ).

**Conclusion:** The performance of healthcare workers in CHCs was directly affected by motivation and job satisfaction. Higher motivation and job satisfaction were associated with improved health worker performance.

**Keywords:** performance, job satisfaction, motivation, leadership, health workers

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### BACKGROUND

According to a WHO report, by 2035, South-east Asia and Africa will lose 12.9 million

health workers. The survey also highlights the fact that due to a lack of incentives and inadequate compensation, nearly 40% of

healthcare professionals worldwide will leave their jobs in the coming decades (Tamene et al, 2023).

The crisis of human resources for health continues to disrupt health systems in low- and middle-income countries. Community health workers (CHWs) have been supporting health systems in the provision of primary health care in some parts of the world for decades. A public health worker has been defined as any health worker who is involved in functions related to the provision of health care (Musoke et al, 2019).

A Community Health Center is the closest health service facility to the community. Therefore, Community Health Centers have an important role in carrying out all health work programs such as increasing public awareness of the importance of their own health. Community Health Center is the first stratum in providing health services (Melati, 2022).

Based on data from the Health Human Resources Information System, the number of health workers at health centers in 2022 reached 56.1%. A Community Health Center is said to be sufficient or qualified if there is at least 1 (one) person for each type of health worker. This shows an increase of 7.3% from the previous year (BPS, 2023). Based on data from the health profile of Kerinci Regency in 2021, it is discovered that the number of health workers at Community Health Centers in Kerinci Regency is 627 people. The data indicates the number of public health workers in Kerinci Regency is 86, the number of environmental health workers is 41, the number of nutritionists is 45, and the number of physical therapists is 4 (BPS Provinsi Jambi, 2023).

Job satisfaction is defined as an emotional state which is pleasant or unpleasant that is perceived by health workers regarding a job (Kurniawan et al, 2023). Health workers who have a high level of job satisfaction tend

to be more committed and contributing and highly dedicated to their institution (Hapsari et al, 2023).

A disparity in the number of health workers and patients often leads to increased working hours. In addition, working continuously and being not supported by good working conditions will give a negative impact on health workers' job satisfaction. A study conducted by Bogaert et al. (2018) on the satisfaction of health workers in Belgium shows that long working hours reduced the job satisfaction of health workers by 0.54 times compared to short working hours (OR= 0.54; 95% CI= 0.35 to 0.86; p= 0.032) (Kurniawan et al, 2023).

Health worker performance is defined as the implementation of health-related tasks, duties and behaviors or code of conduct of health workers both at the professional and technical levels, as well as in interpersonal relationships generated in the processes of health care /community diseases treatment (Gebbru, 2023). Numerous factors also affect worker performance, according to Sudarmanto (2009) There are seven factors related to employee performance, consisting of work motivation, job satisfaction, leadership, career development, competence, organizational behavior, reward/incentive system (Tsauri, 2015).

Good employee performance will directly affect the performance of the institution, and to improve employee performance certainly requires time and a long process. In addition to increasing supervision and coaching, a performance assessment can also be carried out toward its employees (Akbar, 2013).

Therefore, the researcher was motivated to conduct a study entitled "Factors Affecting Job Satisfaction and Performance of Health Workers at the Kerinci Regency Health Center, Jambi Province". In addition, researchers also want to know how much

effect independent variables have on dependent variables

## SUBJECTS AND METHOD

### 1. Study Design

The study used a quantitative method with a cross-sectional study design. This study was conducted at Community Health Centers in Kerinci Regency, Jambi Province. This study was conducted in October-November 2024.

### 2. Population and Sample

The population in this study was all health workers of Community Health Centers in Kerinci Regency, with a total of 627. The study sample consisted of 200 samples at Community Health Centers in Kerinci Regency. The sampling technique in this study was accidental sampling.

### 3. Research Variables

The Dependent variables in this study were performance. The intermediate variable was job satisfaction. The Independent variables were motivation, leadership, career development, and reward/incentives.

### 4. Operational Definition

#### Performance

The word “kinerja” stands for the words “energi” (energy) and “kerja” (work). It is “performance” in English term. The definition of performance is the result or output generated by the functions or indicators of a job or profession in a certain period of time

#### Job Satisfaction

Job satisfaction is a feeling that either supports or does not support employees in relation to their work or their condition

#### Motivation

Motivation is a condition that moves employees who are directed to achieve organizational goals (work goals).

#### Leadership

Leadership is the way a leader influences the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals.

### Career Development

Career development is the process by which an organization owns, assesses, assigns and develops its employees in order to provide a pool of people who are excellent to meet future needs

### Reward/Incentives

The reward system is something that personnel receive as salaries, incentives and allowances where adjustments of these three things are often used as performance evaluation and to improve personnel performance.

### 5. Study Instrument

The instrument used in this study was a questionnaire with a continuous scale and due to data analysis it can be changed into a dichotomous scale. The positive statement was given score 4 (Strongly Agree), 3 (Agree), 2 (Disagree), 1 (Strongly Disagree). The negative statement was given score 4 (Strongly Disagree), 3 (Disagree), 2 (Agree), 1 (Strongly Agree).

### 6. Data Analysis

In this study, univariate analysis was conducted with the aim of determining the frequency distribution and percentage of each variable studied. The bivariate analysis was conducted using the Chi Square test and multivariate analysis to determine the direct and indirect correlation among the analyzed variables was conducted using path analysis. Path analysis was conducted in several steps including model specifications, model identification, model suitability, parameter estimation. Data analysis was conducted using STATA 16.

### 7. Research Ethics

This ethical clearance was obtained from the research ethics committee of Dr. Moewardi hospital, Surakarta, Indonesia, No. 2.416/-X/HREC/2024. On October 10, 2024.

## RESULTS

### 1. Sample Characteristics

Table 1 shows that the majority of respondents in this study were women, totaling 161. Most respondents were 32-37 years old, totaling 68

people. The last education of the most respondents was Associate Degree with a total of 96 people. Based on the length of employment, most respondents worked for 11-19 years, with a total of 62 respondents.

**Table 1. Characteristics of health workers in Community Health Centers**

| Variables                   | Frequency (n) | Percentage (%) |
|-----------------------------|---------------|----------------|
| <b>Gender</b>               |               |                |
| Male                        | 39            | 19.5           |
| Female                      | 161           | 80.5           |
| <b>Age</b>                  |               |                |
| 20 – 25 years               | 26            | 13             |
| 26 – 31 years               | 43            | 21.5           |
| 32 – 37 years               | 68            | 34             |
| >38 years                   | 63            | 31.5           |
| <b>Last Education</b>       |               |                |
| Senior High School          | 5             | 2.5            |
| Associate Degree            | 96            | 48             |
| Bachelor Degree             | 94            | 47             |
| Master Degree               | 5             | 2.5            |
| <b>Length of Employment</b> |               |                |
| < 1 year                    | 29            | 14.5           |
| 2 – 10 years                | 91            | 45.5           |
| 11 -19 years                | 62            | 31             |
| > 20 years                  | 18            | 9              |

### 2. Bivariate Analysis

The bivariate analysis in Table 2 shows that motivation ( $b = 0.53$ ; CI 95% = 0.30 to 0.80;  $p = 0.001$ ) and leadership ( $b = 0.30$ ; CI 95% = 0.05 to 0.50;  $p = 0.014$ ) improved the performance of health workers in Community Health Centers. Career development ( $b = -$

0.25; CI 95% = -0.50 to -0.01;  $p = 0.037$ ) decreased the performance of health workers in Community Health Centers. Incentives improved the performance of health workers in Community Health Centers, however it was statistically insignificant ( $b = 0.04$ ; CI 95 % = -0.30 to -0.40;  $p = 0.811$ ).

**Table 2. Results of bivariate analysis of variables affecting the performance of health workers**

| Independent variables | b*    | 95 % CI     |             | p     |
|-----------------------|-------|-------------|-------------|-------|
|                       |       | Lower limit | Upper limit |       |
| Motivation            | 0.53  | 0.30        | 0.80        | 0.001 |
| Leadership            | 0.30  | 0.05        | 0.50        | 0.014 |
| Career development    | -0.25 | -0.50       | -0.01       | 0.037 |
| Rewards/Incentives    | 0.04  | -0.30       | -0.40       | 0.811 |

\*simple linear regression coefficient

The results of the bivariate analysis in table 3 show that motivation ( $b = 0.38$ ; CI 95% = 0.20 to 0.58;  $p = 0.001$ ) and leadership ( $b = 0.54$ ; CI 95% = 0.40 to 0.70;  $p = 0.001$ ) significantly

increased the job satisfaction of health workers in Community Health Centers. Career development increased the job satisfaction of health workers in Community

Health Centers however, it was statistically insignificant ( $b = 0.10$ ;  $CI\ 95\% = -0.10$  to  $-0.30$ ;  $p = 0.375$ ). Rewards/incentives significantly

decreased job satisfaction ( $b = -0.43$ ;  $95\%CI = -0.70$  to  $-0.74$ ;  $p = 0.001$ ).

**Table 3. Results of bivariate analysis of variables affecting job satisfaction**

| Independent variables | b*    | CI 95 %     |             | p     |
|-----------------------|-------|-------------|-------------|-------|
|                       |       | Lower limit | Upper limit |       |
| Motivation            | 0.38  | 0.20        | 0.58        | 0.001 |
| Leadership            | 0.54  | 0.40        | 0.70        | 0.001 |
| Career development    | 0.10  | -0.10       | 0.30        | 0.375 |
| Rewards/Incentives    | -0.43 | -0.70       | -0.74       | 0.001 |

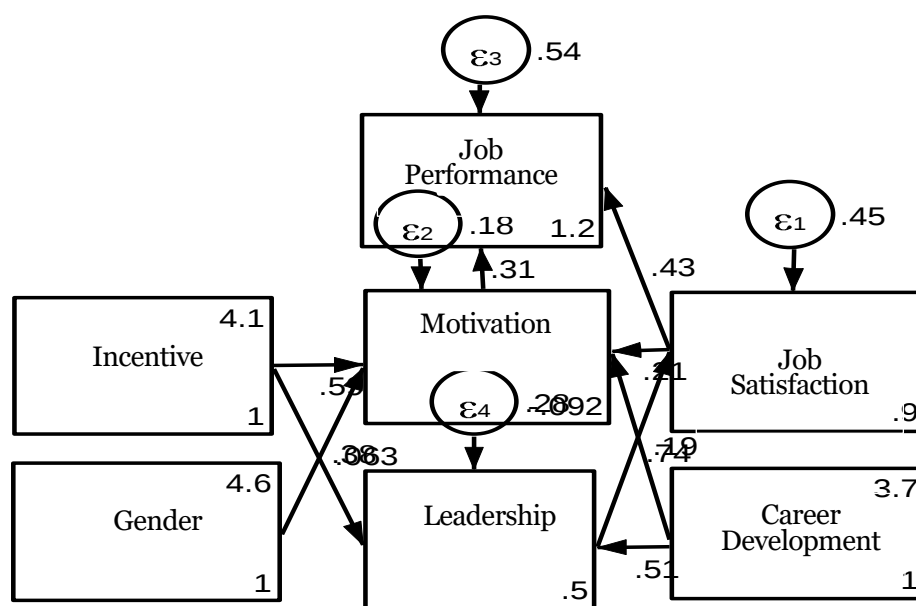
\*simple linear regression coefficient

### 3. Multivariate analysis

Path analysis was used to determine the variables affecting the job satisfaction and performance of health workers in Community Health Centers. The path analysis in this study was conducted using STATA 16.

#### a. Model Identification

This step was carried out with the aim of determining whether the path analysis could be estimated and hypothesis testing with respect to variable correlation could be conducted. The model should be “over-identified” or “just identified” in order the path analysis can be carried out. The results of the calculation of the degree of freedom (df) in this study are 5. Therefore, it can be interpreted that this research model can conduct path analysis.



**Figure 1. The results of the pathway analysis on factors affecting job satisfaction and performance of health workers at Community Health Centers**

#### b. Estimation Parameter

Figure 1 presents the results of the path analysis of the factors affecting the satisfaction and performance of health workers at Community Health Centers. The results of the

path analysis show that the performance of health workers at the health center was affected by a number of variables directly/indirectly. Figure 1 shows that the performance of health workers was directly affected by

motivation and job satisfaction. Motivation had a positive effect on performance. Highly motivated healthcare workers performed better than those with low motivation. Likewise, job satisfaction had a positive effect on performance. Healthcare workers with high job satisfaction showed better performance than those with low job satisfaction. Work motivation was directly affected by incentives, job satisfaction, career development, and gender.

Table 4 shows that the performance of health workers in health centers was directly

affected by motivation ( $b=0.31$ ; CI 95%=0.18 to 0.45;  $p<0.001$ ) and job satisfaction ( $b=0.43$ ; CI 95%= 0.30 to 0.46;  $p<0.001$ ). Table 4 shows that the performance of health workers was indirectly affected by gender, incentives, career development, and leadership through motivation. Motivation increased in female gender ( $b=0.06$ ; CI 95%=0.01 to 0.12;  $p=0.034$ ), incentives ( $b=0.59$ ; CI 95%=0.49 to 0.69;  $p<0.001$ ), job satisfaction ( $b=0.21$ ; CI 95%=0.13 to 0.29;  $p<0.001$ ), and career development ( $b=0.19$ ; CI 95%=0.08 to 0.30;  $p=0.001$ )

**Table 4. Results of path analysis on factors affecting job satisfaction and performance of health workers at Community Health Centers**

| Independent Variable |                       | b    | 95 % CI     |             | p     |
|----------------------|-----------------------|------|-------------|-------------|-------|
|                      |                       |      | Lower Limit | Upper Limit |       |
| Direct Effect        |                       |      |             |             |       |
| Performance          | ← Motivation          | 0.31 | 0.18        | 0.45        | 0.001 |
|                      | ← Job Satisfaction    | 0.43 | 0.30        | 0.46        | 0.001 |
| Indirect Effect      |                       |      |             |             |       |
| Motivation           | ← Job Satisfaction    | 0.21 | 0.13        | 0.29        | 0.001 |
|                      | ← Rewards/ Incentives | 0.59 | 0.49        | 0.69        | 0.001 |
|                      | ← Career Development  | 0.19 | 0.08        | 0.30        | 0.001 |
|                      | ← Gender              | 0.06 | 0.01        | 0.12        | 0.034 |
| Leadership           | ← Rewards/ Incentives | 0.38 | 0.25        | 0.51        | 0.001 |
|                      | ← Career Development  | 0.51 | 0.38        | 0.64        | 0.001 |
| Job Satisfaction     | ← Leadership          | 0.74 | 0.68        | 0.80        | 0.001 |

## DISCUSSION

### 1. The association between performance and motivation

This study shows that the performance of health care workers in the Community Health Centers was affected by motivation, and this effect was statistically significant. Healthcare workers with high motivation were more likely to perform well than those with low motivation and it was statistically significant. ( $b=0.31$ ; CI 95%=0.18 to 0.45;  $p<0.001$ )

This study is in line with a study conducted by Gebru (2023) which states that the performance of health workers is affected by motivation. Highly motivated healthcare workers are more likely to perform well than

those who are low-motivated (Gebru, 2023). This study is also in line with a study conducted by Munawaroh (2019) which states that there is an effect of motivation on nurse performance. This study is also in line with a study of Hakman and Suhadi (2021) which shows that work motivation is the most influential variable on the performance of nurses for Covid-19 patients at the Kendari City Regional General Hospital (Hakman and Suhadi, 2021).

This study is in line with Ramadani's (2021) study, based on the results of the study, there is an association between motivation ( $p=0.004$ ) and the performance of health workers at the Jongaya Community Health

Center, Makassar city. Based on the results of the study, it is recommended for the Jongaya Community Health Center in Makassar city, in this case, the head of the Jongaya Community Health Center to always motivate, guide, and encourage health workers in carrying out tasks or work to improve their performance (Ramadani, 2021).

Based on the results of the study and several previous studies, it can be concluded that high work motivation affects the performance of health workers at Community Health Centers compared to those with low motivation..

## **2. The association between performance and job satisfaction**

This study shows that the performance of health care workers at the Community Health Centers was affected by the job satisfaction of the workers, and this effect was statistically significant. Healthcare workers with high job satisfaction were more likely to perform well than those with low job satisfaction ( $b=0.43$ ;  $CI\ 95\%=0.30\ to\ 0.46$ ;  $p<0.001$ ).

The result of this study is in line with a study by Krishna et al (2020) which states that job satisfaction and overall performance are in good condition among health professionals. Independent variable Job has a strong effect on the variable job performance, while the variable supervisor has a strong effect on job satisfaction.

This study is also in line with a study conducted by Kanu, 2019 which states that although the findings state that the majority of workers are dissatisfied related to satisfaction indicators such as timely salary payment, job training, objective promotions, payment of benefits, etc; the workers perform their duties diligently. Finally, it is recommended that hospital management ensure the existence of regular and adequate staff training and development programs to improve the skills, knowledge, attitudes, abilities, and competencies of staff, and most importantly, staff

satisfaction for optimal performance (Kanu, 2019).

This study is also in line with a study conducted by Mariani and Gorda in 2019 that states calculation results of the magnitude of the effect on each variable, that the work satisfaction variable is a variable with a dominant effect on the performance variable. This is reinforced by the results of an open questionnaire answered by respondents who stated that the workload in the work unit is in accordance with the capacity of the respondents. The creation of a harmonious relationship between leaders and employees, where there is amity and no barrier relationship between leaders and employees, is also a satisfaction for employees (Mariani and Gorda, 2019).

Based on the results of the study and several previous studies, it can be concluded that health workers with high job satisfaction are more likely to perform well than those with low job satisfaction.

## **3. The association between motivation and satisfaction**

This study shows that the motivation of health care workers at Community Health Centers was affected by the job satisfaction of the workers, and this effect was statistically significant. Healthcare workers with high job satisfaction were more likely to be well motivated than those with low job satisfaction ( $b=0.21$ ;  $CI\ 95\%=0.13\ to\ 0.29$ ;  $p<0.001$ ).

This study is in line with Khanal et al. (2020). It discovers that 78.2% of the study results are additional health workers or additional nurse midwives. The median working period of health workers is 174 months. On the five-point Likert scale, the highest average score of work motivation is in teamwork (3.99) and the lowest is in financial motivation (2.21). Dissatisfaction with financial motivation has a significant relationship with the low job satisfaction opportunities among health workers.

This study is also in line with Jigssa (2018) with the results of the study showing that non-financial incentives, such as generating a career development model, is the key to motivating and retaining CHWs who do not receive allowance. The sustainability of CHW programs should consider the exploration of enhanced innovations to strengthen supportive supervision, the development of better mechanisms for publicizing CHWs' roles, and improved recognition and reward schemes for CHWs' efforts and achievements (Jigssa, 2018).

Based on the results of the study and several previous studies, it can be concluded that health workers with high job satisfaction are more likely to be well motivated than those with low job satisfaction.

#### **4. Motivation and Rewards/Incentives**

This study shows that the motivation of health care workers at Community Health Centers was affected by the reward/incentives received by the workers, and this effect was statistically significant. Health workers who received rewards/incentives were more likely to be well motivated than those who did not receive rewards/incentives ( $b=0.59$ ; 95% CI= 0.49 to 0.69;  $p<0.001$ ).

This study is in line with Ormel et al (2019) which discovers that extrinsic incentives can support intrinsic motivation to volunteer. Adequate management of expectations related to financial and material incentives and employment support factors is essential to prevent frustration about expectation gaps or "broken promises" that can negatively affect motivation. For many CHWs, receiving the types and number of incentives consistently seems just as important to maintain motivation as increasing the absolute incentive level (Ormel et al, 2019).

The results of this study are in line with a study by Umpung et al, 2020 which shows that there is an association between incentives ( $p=0.000$ ;  $r=0.615$ ), and work motivation

where the association between variables is included in the strong category and the association between these two variables is positive or the higher the incentive, the higher the work motivation or vice versa (Umpung et al, 2020).

Based on the results of the study and several previous studies, it can be concluded that health workers who receive rewards/incentives are more likely to be well motivated than those who do not receive rewards/incentives.

#### **5. Motivation and Career Development**

This study shows that the motivation of health workers at Community Health Centers was affected by the career development of the workers, and this effect was statistically significant. Health workers who experienced career development were more likely to be well motivated than those who did not experience career development ( $b=0.19$ ; CI 95%=0.08 to 0.30;  $p=0.001$ ).

The result of this study is in line with a study conducted by Margie et al. (2023), which states that career development has a significant effect on the motivation of health workers. Sari and Putra (2020) mentioned that there is an effect of career development on work motivation in ticketing employees. Based on the results of the study, it can be seen that the effect of compensation on work motivation is 0.207 or 20.7%. This is in accordance with a study conducted by Lisdiani (2017), the result of the study shows that there is an effect of career development on work motivation. The results of the test are strengthened by the results of the calculation of the determination coefficient, which is 43.1%, which means that the career development variable can be explained by variable work motivation of 43.1% (Sari and Putra, 2020).

Based on the results of the study and several previous studies, it can be concluded that the motivation of health care workers at

Community Health Centers is affected by the career development of the workers. Health workers who experience career development are more likely to be well motivated than those who do not experience career development.

## **6. Motivation and Gender**

This study shows that the motivation of health workers at Community Health Centers was in affected by gender, and this effect was statistically significant. Female health workers were on average more motivated than men ( $b=0.06$ ;  $CI\ 95\%=0.01\ to\ 0.12$ ;  $p=0.034$ ).

The result of this study is in line with a study conducted by Putri (2017). Based on the results of data analysis calculations, it can be concluded that gender has a significant positive effect on work motivation, with a significance level of 0.031 having a value smaller than 0.05. This indicate that the gender difference between male and female teachers at Junior High School 3 in Sukoharjo can generate different attitudes, thoughts, or emotions from one another, which will ultimately result in different work motivations in carrying out their duties and responsibilities (Putri, 2017).

Based on the results of the study and several previous studies, it can be concluded that the motivation of health care workers at Community Health Center is affected by gender. Female health workers are more motivated on average than men.

## **7. Leadership and Rewards/Incentives**

This study shows that health workers' perceptions of leadership of Community Health Centers were affected by the rewards/ incentives received by the workers, and the effect is statistically significant. Health workers who received rewards/incentives were more likely to have a positive (good) perception of the leadership of the Community Health Centers than those who did not receive awards/ incentives ( $b=0.38$ ;  $CI\ 95\%=0.25\ to\ 0.51$ ;  $p<0.001$ ).

This study is in line with a study by Wijaya et al (2020) with the result of an Adjuster R Square value of 0.46, meaning that independent variables consisting of compensation and leadership can elaborate employee performance at Materna General Hospital Medan by 46% and the remaining 54% are elaborated by other variables that are not included in the study model, such as motivation, communication, conflicts and so on (Wijaya et al., 2020).

Based on the results of the study and several previous studies, it can be concluded that the perception of health workers about the leadership of the Community Health Centers is affected by the rewards/incentives received by the officers, and this effect is statistically significant. Health workers who receive rewards/incentives are more likely to have a positive (good) perception of the leadership of the Community Health Center than those who do not receive rewards/ incentives.

## **8. Leadership and Career Development**

This study shows that health workers' perceptions of the leadership of Community Health Centers were affected by the career development of the workers, and this effect was statistically significant. Health workers who experience career development were more likely to have a positive (good) perception of the leadership of the health center than those who did not experience career development ( $b=0.51$ ;  $CI\ 95\%=0.38\ to\ 0.64$ ;  $p<0.001$ ).

This study is in line with a study by Yanti and Sinolah (2023) that there is an effect of leadership on career development and employee performance. They concluded that: (1) leadership has a significant effect on employee career development at PT Pindad Enjiniring Indonesia; (2) leadership does not have a significant effect on employee performance at PT Pindad Enjiniring Indonesia; (3)

career development and leadership simultaneously have a significant effect on employee performance; and (4) Leadership has an indirect effect on employee performance through career development (Yanti and Sinollah, 2023).

Based on the results of the study and several previous studies, it can be concluded that the perception of health workers about the leadership of the Community Health Centers is affected by the career development of the workers. Health workers who experience career development are more likely to have a positive (good) perception of the leadership of the Community Health Centers than those who do not experience career development.

#### **9. Satisfaction and Leadership**

This study shows that the job satisfaction of health workers was affected by the perception of health workers about the leadership of the Community Health Centers, and this effect was statistically significant. Health workers who had a positive perception of leadership were more likely to be satisfied with their work than those with a negative perception ( $b = 0.74$ ; 95% CI = 0.68 to 0.80;  $p < 0.001$ ).

This study is in line with Amoah et al. (2022) which discovered that there is a statistically significant positive association between ethical leadership and employee commitment ( $r = 0.508, 0.05$ ), and a statistically significant positive association between job satisfaction and employee commitment ( $r = 0.54$ ). The result shows that higher levels of ethical leadership or better ethical leadership, and high levels of employee satisfaction with their work lead to higher employee commitment among health workers in the Central region of Ghana. Practically, the findings of this study show the many channels that leaders in the health profession in Ghana (Medical and Dental Council, Nursing and Midwifery Council, Pharmacy Council) can adopt to increase commitment through job satisfaction

and ethical leadership behavior to improve work performance (Amoah et al, 2022).

The result of this study is also in line with a study conducted by (Rahmawaty, 2016) and (Sidik, 2017) where the results of spiritual leadership have a positive and significant effect on job satisfaction. The ability of a leader to convince their members about the vision of the organization will have an impact on job satisfaction. Leaders who apply spiritual leadership can be said to master the task technically and master the condition of the organization. Job satisfaction can also be felt when in the process of organizational interaction, leaders can provide an example in striving for the achievement of the organization's vision, so that employees, as partners and not subordinates, feel comfortable in serving the organization (Mariani and Gorda, 2019).

Based on the results of the study and several previous studies, it can be concluded that the job satisfaction of health workers is affected by the perception of health workers about the leadership of the Community Health Centers, and this effect is statistically significant. Health workers who have a positive perception of leadership are more likely to be satisfied with their work than those with a negative perception.

#### **AUTHOR CONTRIBUTION**

All authors contributed equally to the conception and design of the study.

#### **CONFLICT OF INTEREST**

There was no conflict of interest in this study.

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