



Impact of job satisfaction on the individual work performance of nursing staff and health technicians

Mostafa Bousraf,
Hilal Meryem,
Cherqui Abdelhalim,
Zouhair Belamfedel Alaoui

*Department of Psychology, Faculty of Arts and Human Sciences
Saiss, Sidi Mohamed Ben Abdallah University, Fez, Morocco.*

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Abstract

Job satisfaction and individual performance at work are two complementary fields of study that are part of occupational psychology. The objective of our study is to examine the impact of job satisfaction among nurses and healthcare technicians on their performance and counterproductive behavior. Based on the literature on professional services in general and in the healthcare sector in particular, we developed a research model around two hypotheses. Data collection was carried out among the nursing staff at EL GHASSANI Hospital in Fez. The sample size was

n=138, and a correlation analysis, linear regression was conducted to explain the relationship between the variables. The main results showed strong correlations between the variables. This indicates that job satisfaction has a dual influence: moreover, the first aspect of this influence promotes performance in tasks, while the second reduces inappropriate behavior in the workplace, with a significant statistical value ≤ 0.05 . Given these findings, and considering the internal and external factors of satisfaction that impact the individual performance of nurses and health technicians, we have proposed a set

of recommendations relevant to the problem of our research. Nevertheless, several questions remain unanswered; therefore, we propose that a broader and deeper reflection on this subject would be necessary.

Keywords: intrinsic satisfaction, extrinsic satisfaction, task performance, counterproductive behavior.

* Introduction

The provision of high-quality care in a healthcare facility is a major issue for the Moroccan healthcare system. Patient satisfaction is not tied to the abundance of material resources, but rather to an arsenal of effective human skills. This highlights the importance of the role played by nurses in the care process, as they spend more time with patients than any other healthcare provider, directly monitoring them for 24 hours (Agustin & al, 2022).

For several years, Moroccan nurses have been trying to define the boundaries of their scope of action and the parameters of their daily practice, as well as their contribution to the health of the population (Ouhamou, 2022).

The practice of nursing requires a favorable work environment, characterized by a sense

of accomplishment and coherence among the different stakeholders, which must be supported by feelings of safety, self-confidence, and positive relationships (Parker, 2014). The nursing profession is influenced by several factors that affect job satisfaction, such as subordination, workload, remuneration, and a toxic work environment, which can have negative consequences on the individual nurse's performance (Al Zaydan et al., 2021).

Certainly, the job satisfaction of nurses stems from organizational constraints and the professional expectations they maintain. According to the literature, job satisfaction is defined as an emotional state resulting from the comparison between an individual's expectations and their perceptions of their work (Ripon, 1983; Randa & Dalia, 2020). The level of satisfaction is determined by the gap between work aspirations and the nurse's perceptions of the elements representative of their work, namely the degree of expectation fulfillment. Therefore, satisfaction is closely linked to the individual's perception of their ability to meet their expectations and to create a forward-looking idea of success.

A literature review has shown that the notion of job satisfaction is a complex and multidimensional concept (Alves, Gosse, & Sprimont, 2010). According to Herzberg's theory (1977), job satisfaction can be broken down into two main dimensions: extrinsic satisfaction and intrinsic satisfaction. Extrinsic satisfaction is related to aspects external to the job, such as job stability, working conditions, company and administration policies. On the other hand, intrinsic satisfaction is associated with the feelings evoked by self-fulfillment in work, such as recognition, support, values, autonomy, and promotion (Alves, Gosse, & Sprimont, 2010). These two dimensions are essential for understanding the factors that influence job satisfaction and for developing effective strategies to improve quality of work life.

The present study aims to measure the impact of job satisfaction on the individual performance of nurses and health technicians at the El Ghassani Regional Hospital Center in Fez. The objective is to determine the relationship between intrinsic satisfaction, such as recognition from superiors and patients, promotion, working conditions, salary, and the nature of the work, and performance

in the execution of tasks assigned to nurses. Moreover, this study will seek to measure the impact of extrinsic satisfaction on nurses' counterproductive behavior.

This study focuses on the socio-psychological situation of nurses and health technicians, who constitute the backbone of the Moroccan national health system. Our objective is to explore the aspects of work that contribute to feelings of dissatisfaction and displeasure among healthcare professionals, with the aim of optimizing the care process and improving the quality of services provided. This research also aims to identify issues related to human resource management in the current national health system, such as transfers and optimal distribution of human resources, and to provide recommendations for the development of the territorial health group project, which the Ministry of Health plans to implement in the coming months (Ministry of Digital Transition and Administrative Reform, 2023). Our research complements previous studies on measuring the degree of nurses' satisfaction (Laraoui & al, 2017) (Mohamed, Ali; Wang, Q, 2019). While this time we aim to separately establish the links between the two aspects of intrinsic and

extrinsic satisfaction on performance, respectively in the execution of tasks assigned to nurses and their counterproductive behaviors at work.

To this end, our research question is as follows: To what extent does job satisfaction impact the individual work performance of nurses and health technicians?

*** Literature Review, Conceptual Model, and Hypotheses**

1- Quality of Care and Nurse Performance: The professional performance of nurses reflects their effectiveness and efficiency at work, showcasing their expertise and skills, and thus constituting a key indicator of their significant impact on hospital care and society (Xiucheng & al, 2022; Guo & al, 2020). Indeed, the quality of care and patient safety largely depend on nursing competencies, particularly the assessment of patient conditions, the monitoring conducted, as well as the early detection of signs of complications (D'AMOUR & DUBOIS, 2016). The performance of nursing services according to DUBOIS (2013) is the demonstrated ability of an organization or an organizational unit to acquire the necessary care resources and use them sustainably to produce nursing services that effectively improve the physical and mental

condition of patients (Ling, 2016).

The quality of care received by patients is directly linked to the professional actions of nurses (Page, 2004). Indeed, the nurse's behavior in the exercise of their duties can have a significant impact on the development of their professional skills, particularly regarding the acquisition of new knowledge, the improvement of their know-how, and the evolution of their interpersonal skills.

Care teams significantly influence the performance of healthcare organizations, and the results are directly visible to patients (Doran & Pringle, 2011). Close collaboration between healthcare professionals and patients, based on a relational approach and professional communication attitudes, is essential to provide accessible and effective quality care.

According to the World Health Organization (2020), nursing care is defined as care provided autonomously and collaboratively to individuals of all ages, families, groups, communities, and people who are sick and healthy from all backgrounds. These services include health promotion, disease prevention, care provided to the sick, the disabled, and the dying, as well as the

provision of care tailored to the specific needs of each patient. Many elements necessary for this quality have been highlighted in recent decades. A clear consensus has emerged today, according to which quality nursing services should be (WHO, 2020) such as effectiveness, safety, integrity, equality, and efficiency.

The identification of the level of job satisfaction is of paramount importance in the deep understanding of various facets that impact the smooth operation of healthcare institutions in such a way. It is essential to raise awareness among human resources managers about the importance of alternative solutions such as motivation, personal and professional development, in order to address the negative feelings associated with work.

2- Counterproductive Behavior: Counterproductive behaviors are a real obstacle for organizations, regardless of their size or sector of activity. It is defined by Leblanc et al. (2004) as "any behavior of an organization member that deviates from socially accepted norms and thereby harms the organization or one of its members." It is often determined by a psychological state, which reflects how the nurse reacts to their work, and has the effect of

hindering the completion of common tasks and disrupting their integration into the work team (Caroline & Vincent, 2014). Among the antecedents of counterproductive behavior, individual, organizational, environmental, and contextual factors can be found (Lau, Au, & Ho, 2003). Quality care should be considered by nurses as a collaborative process that requires the involvement of all healthcare actors. To do this, they must adopt and cultivate a spirit of responsibility, while reducing inappropriate manifestations and counterproductive behaviors (Gabriel, 2011). That is why if we only evaluate the nurse's results based on their practices, we risk ignoring the situational or behavioral factors that motivate or, on the contrary, hinder them in performing their work. The nurse's behavior in the practice of their duties can influence the acquisition of their professional knowledge, skills, and demeanor. While this behavior is likely to be explained by environmental factors related to work, such as extrinsic job satisfaction.

3- The Effect of Professional Satisfaction on the Performance of Nurses: In the literature, employee job satisfaction is defined as their

emotional attitude towards work and its related aspects (Guan, et al., 2014). several authors have demonstrated that job satisfaction significantly affects employees' professional performance (Katebi et al., 2022). Certainly, several studies have demonstrated that there is a positive correlation between job satisfaction and performance (Hartline & Ferrell, 1996; Karatepe & al, 2006; Babin, Barry & Boles, 1996) due to the fact that job satisfaction is positively linked to performance, to the point where improving job satisfaction inevitably leads to improved performance. It triggers a series of feelings, perceptions, and behaviors that promote good nursing practices as well as a good mastery of professional actions. Positive attitudes towards work had a beneficial impact on individuals' motivation, health, and performance, all while promoting an increase in their activity, vitality, and professional effectiveness (Isen, & al, 1991). The quality of care provided to patients is also influenced by the professional satisfaction of nurses (Kabbash & al, 2020).

With its complex and dynamic structure, job satisfaction produces both positive and negative relationships among nurses and

healthcare technicians, between them, and in workplace behaviors. In other words, when an employee is satisfied with their work, it makes them happy, and when they are happy, they will likely become more efficient and productive. Moreover, feelings of dissatisfaction can have detrimental effects on the nurse's behavior and practices. While the latter prefers to leave their workplace as soon as possible, arrive late, or show no particular interest in their assigned tasks. According to a study conducted by (Dinc, Kuzey, & Steta, 2018), job satisfaction among nurses has been identified as an important factor for improving their performance in hospitals.

On the other hand, the quality of the work provided by nurses is a valuable and reliable indicator of their professional satisfaction. Indeed, the professional behavior of the nurse reflects the extent to which they feel capable of performing their duties according to professional nursing standards (AL-Dossary et al., 2012). The professional satisfaction of the nurse is a crucial parameter that influences their effectiveness, productivity, work quality, and work engagement. Therefore, if satisfaction calls for work motivation and constitutes a good precursor of performance and productivity for the

healthcare framework as highlighted by (Rivaleau, 2003), job dissatisfaction, on the other hand, can have serious repercussions both for the patient seeking care and for the healthcare system in general.

4- Research hypotheses: To properly reason the formulation of our hypotheses and the reason why we adopted them to our research context. A reference to self-determination theory might be more useful. Indeed, recent research has distinguished between intrinsic and extrinsic motivation in humans (Ryan & Deci, 2022), which are closely linked to job satisfaction where the nurse demonstrates a higher level of interest, enthusiasm, vitality, and confidence, resulting in better performance, increased creativity, enhanced perseverance, and improved overall well-being. The primary source of motivation for nurses is intrinsic; it is based on the satisfaction of their self-esteem and self-satisfaction needs, which can only be achieved through the recognition of their work (Ryan & Deci, 2022). The work becomes for them an environment of motivation and pleasure, particularly when nurses do a good job, take on additional responsibilities, receive incentive pay, and benefit from opportunities for recognition and

accomplishment. This emotional state provides them with a sense of love and attachment to their work, encouraging them to double their efforts to accomplish it precisely and accurately. On the other hand, the second source of motivation is extrinsic, depending on the quality of the work environment. Where the work environment becomes unfavorable and stressful, it can generate a feeling of discomfort and dissatisfaction among nurses and health technicians, pushing them to focus on the negative aspects of their work and creating problems for their organizations (Maslach & Leiter, 2008). The presence of a conducive and favorable work environment is therefore essential to motivate nurses and health technicians to provide quality care and adopt behavior that corresponds to their professional status (Shahnawaz, 2015).

So, the hypotheses that guided our research were as follows:-

Hypothesis 1: Intrinsic satisfaction promotes performance in the execution of tasks assigned to the nurse in their work.

Hypothesis 2: Extrinsic satisfaction reduces the counterproductive behavior of nurses and health technicians.

* Research Methodology

It is an analytical and predictive quantitative study aimed at deducing the possible relationship between the variables.

1- Description of the investigated sample: Our study aimed to examine the impact of intrinsic satisfaction on job performance and the effect of extrinsic satisfaction on counterproductive behavior. To this end, we conducted a survey among a sample of n=138 nurses and healthcare technicians working at the El GHASSANI regional hospital in Fez. The gender distribution was 29% women and 71% men. The age of the participants was divided into four brackets: 47.1% were 30 years old or younger, 37.7% were between 30 and 45 years old, 6.5% were between 45 and 55 years old, and 8.7% were 55 years old or older. Regarding the level of education, the majority of participants (74.6%) held a bachelor's degree, followed by 10.1% with a master's degree, 5.1% with an associate degree, 7.2% with a high school diploma, and only 2.9% with a doctorate.

2- Means and methods of data collection: Data collection was conducted using a self-administered questionnaire, based on the short version (20 items) of the

Minnesota Satisfaction Questionnaire (MSQ) (Roussel, 1996) and individual job performance (Koopmans, 2014). This questionnaire included items that measured the independent variables, namely intrinsic satisfaction (items 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, 20) and extrinsic satisfaction (items 5, 6, 12, 13, 14, 19). The dependent variables were performance in assigned tasks (items 1, 2, 3, 4, 5) and counterproductive behavior (items 6, 7, 8, 9, 10, 11, 12, 13, 14, 15) of nurses and healthcare technicians. The facets of satisfaction are assessed using 4-point Likert scales, ranging from (not at all satisfied) to (completely satisfied). The fifth response option "Neutral" on this Likert scale was removed from our questionnaire to avoid neutral responses, which can influence the significance of the results. Our study spanned from May to June 2024.

3- Reliability test: The participants were first informed about the nature of the study they were going to take part in. They were able to answer this questionnaire in two ways: either by completing it directly with us, or by following a link to an online form (Google Forms) that we shared with them. The data collection period

extended over two months, from May to June 2024.

A trial questionnaire was shared with 22 nurses, with an average age of 30.54 and a standard deviation of ± 6.51 , of which 5 are women and 17 are men, with respective percentages of 22.7% and 77.3%. The reliability test of the research questions was conducted by measuring the Cronbach's alpha coefficient using the SPSS program. The objective of this step is to verify the coherence and feasibility of the research questionnaire and to test the degree of understanding of the questions by the participants, as well as to facilitate the interpretation of the results. Moreover, this approach allowed us to make certain modifications to the content of the measurement instruments and to resolve some issues related to the order of the questions.

Table 1: Cronbach's Alpha Reliability Test

Variables	Number of Items	Cronbach's Coefficient	Alpha
Job Satisfaction	20	0.911	
Individual Performance	15	0.721	

The two coefficients show a high level of consistency between the composite questions of each variable. We can conclude that our research questionnaire meets the reliability conditions that allowed its implementation.

4- Statistical Analysis of Data: The data analysis was conducted using IBM SPSS Statistics 20 software, employing a battery of statistical tools, including linear regression, Pearson correlation coefficient, analysis of variance (ANOVA), and the student's t-test. A descriptive analysis of the research variables was conducted using a set of statistical parameters, such as the arithmetic mean, the median, and the standard deviation. The studied variables were modeled as latent variables, represented by multiple items from several composite elements of the questionnaire. The values of the correlation coefficients and the regression slopes of the selected variables were evaluated based on their statistical significance, with a significance threshold set at 0.01 or a composite reliability coefficient (p) of 0.05. While Data with more than 5% missing values were eliminated to ensure the integrity of the results.

The scores of the studied variables were calculated by summing the values obtained for each item of the questionnaire corresponding to each variable. This approach made it possible to obtain overall scores for each variable. The maximum scores indicate the highest value that each variable can reach,

which allows for comparison of the results obtained by the participants.

- 1- Intrinsic satisfaction: 48 points
- 2- Extrinsic satisfaction: 24 points
- 3- Performance in tasks: 20 points
- 4- Counterproductive behavior: 40 points
- 5- Ethical Considerations: This study was conducted in accordance with ethical principles applicable to research involving human participants. Authorization for data collection was granted by the Ethics Committee of the Regional Health Delegation of Fez-Meknes. Approval from the competent ethics committee was obtained prior to data collection. Anonymity and confidentiality of the data were strictly maintained. The objectives and purpose of the research were explained to all participants, and their free, informed, and prior consent was obtained.

* Results

Testing Hypothesis 1: -

To analyze the impact of intrinsic job satisfaction on task performance among nurses and health technicians, we performed a simple linear regression between the two variables. The results of the analysis of variance (ANOVA) and the statistical parameters obtained are presented in the table below.

Table 2: Results of Simple Linear Regression

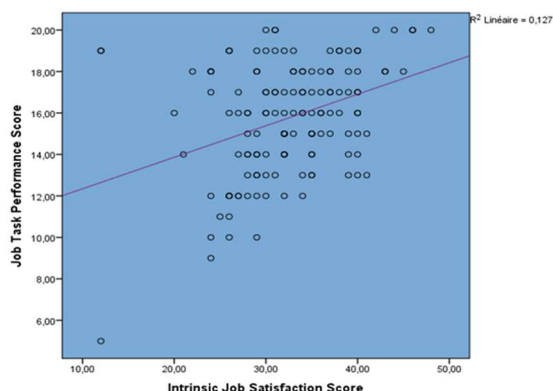
Statistical Parameters	Statistical Value	Significance	t-Student	Standard Error
Coefficient β	0.152	0.000	4.442	0.034
Constant &	10.826	0.000	9.576	1.131
R ²	0.127	-	-	-
Coefficient R	0.356	0.000	-	-

The results of the analysis show a significant relationship between intrinsic job satisfaction and task performance ($p < 0.005$). The regression coefficient is positive (0.152), indicating that for each increase in intrinsic job satisfaction, task performance also increases. The estimated standard errors of the coefficient β and the constant & are 0.034 and 1.131, respectively, suggesting a high level of precision in estimating the model parameters. Indeed, the standard errors are very low, indicating that the estimates are robust and reliable. The coefficient of determination (R^2) is 0.127, suggesting that approximately 12.7% of the variance in task performance can be explained by intrinsic job satisfaction. The correlation coefficient (R) is 0.356, indicating a moderate correlation between the variables. These results support our hypothesis that intrinsic job satisfaction is a significant predictor of task performance among nurses and health technicians.

To clarify our results and visualize the relationship between intrinsic job satisfaction and task

performance, we have developed a scatter plot (Figure 2). This model graphically represents the intersection of the data collected on these two variables, facilitating the understanding of the results.

Figure 1: Scatter Plot: Intrinsic Satisfaction vs. Task Performance



The visual analysis of the data reveals a strong correlation between intrinsic satisfaction and performance in tasks among healthcare professionals. The data points cluster around the regression line, indicating a significant association between these two variables ($p < 0.05$). These results support our first hypothesis (H1), which states that intrinsic satisfaction positively impacts the performance of healthcare professionals in their tasks. The results of the simple linear regression indicate that intrinsic satisfaction is a significant predictor of task performance ($\beta = 0.152$, $p < 0.05$).

Testing Hypothesis 2: -

The second hypothesis posits that extrinsic satisfaction is

negatively related to counterproductive behavior at work among nurses and health technicians. To test this hypothesis, we did not evaluate the counterproductive performance score in all its dimensions, as we did in Hypothesis 1.

This time, we have focused our analysis on the specific dimension of nurses' freedom of expression regarding their revolutionary behavior at work. Indeed, nurses may find themselves facing situations of dissatisfaction related to the nature of the work and potential administrative constraints, which can lead to deviant behaviors characterized by anarchy and low work involvement. While we assume in this case that other mediating personal factors, such as financial and family commitments, as well as personality (flexibility, conscientiousness, etc.), can influence the adoption of such deviant behaviors by nurses, even in situations of professional dissatisfaction. To test this hypothesis, we only evaluated the specific dimension of the degree of nurses' complaints about the negative aspects of their work, as indicated in item 12 of our questionnaire: "I sometimes complain about the negative aspects of my job."

Statistical Parameters	Statistical Value	Significance	t-Student	Standard Error
Slope β	-0,04	0,000	-3,981	0,019
Constant &	3,815	0,000	12,991	0,279
R ²	0,104	-	-	-
Coefficient R	-0,323	0,000	-	-

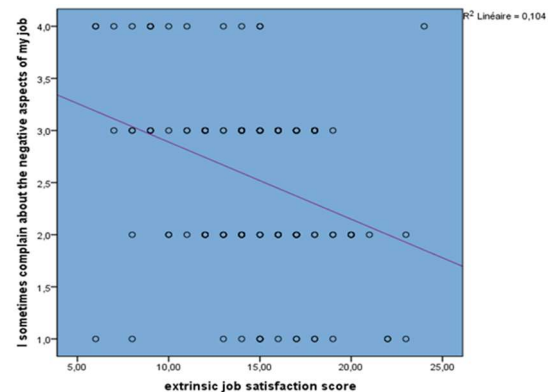
Table 3: Results of Simple Linear Regression for Negative Aspects of Work

According to the results presented in the previous table, we observe a significant negative correlation between extrinsic satisfaction and counterproductive behavior among nurses, as evidenced by the correlation coefficient R of -0.323 with a significance of $p=0.000$ ($p \leq 0.005$). This negative association is also confirmed by the negative sign of the regression coefficient ($\beta = -0.04$), indicating that the independent variable (extrinsic satisfaction) has an inverse effect on the dependent variable (counterproductive behavior). Moreover, the R^2 value (0.104) reveals that extrinsic satisfaction explains approximately 10.4% of the variance in counterproductive behavior. These results suggest that nurses who are more satisfied with their work are less likely to exhibit counterproductive behaviors at work.

In order to strengthen the results of this relationship, a graphical representation can be a valuable tool to illustrate and explain more intuitively the model of the relationship between

extrinsic satisfaction and counterproductive behavior. A graphical visualization can help better understand the nature of the relationship between these two variables and identify underlying trends and patterns.

Figure 3: Scatter Plot Extrinsic Satisfaction vs. Degree of Nurse Complaint



The analysis of the data presented in the above graph reveals a significant negative relationship between extrinsic satisfaction and the counterproductive behavior of nurses and healthcare technicians. More specifically, the slope of the regression line decreases proportionally with the increase in extrinsic satisfaction, suggesting that extrinsic satisfaction exerts an inhibitory effect on counterproductive behavior. These results are consistent with our initial hypothesis, which posits that extrinsic satisfaction is a factor in reducing counterproductive behavior in the nursing profession.

* Discussion

The application of Locke's divergence theory (1976) to the evaluation of nurses' job satisfaction offers an innovative and enriching perspective. This approach, which examines job satisfaction through the 20 facets of employment (P, Roussel, 1996), has allowed for a deeper identification of the determinants that influence nurses' satisfaction. The results of this study allow us to discuss in a more nuanced way the impact of job satisfaction on nurses' performance and to explore the implications of these results in human resource management in the healthcare sector.

1- Intrinsic Satisfaction and Performance: The results obtained show that the level of satisfaction of nurses and health technicians is strongly linked to the feelings they derive from their work, particularly to the importance of the roles they play in helping others. This level of intrinsic satisfaction drives them to use all their abilities and skills to accomplish their tasks in the best possible way. However, they are not satisfied with the working conditions and the limited advancement opportunities, which is in line with the conclusions of Yahya MOQLA (1999). This dissatisfaction with recognition, particularly regarding

remuneration and advancement opportunities, is particularly pronounced.

Pearson correlation and linear regression revealed a strong positive relationship between intrinsic satisfaction and nurses' performance, with a correlation coefficient of $R = 0.356$ ($p < 0.05$). This relationship means that an increase in the level of satisfaction leads to a proportional increase in performance in the execution of technical tasks. Conversely, negative feelings towards work can lead to a decrease in performance. The obtained linear regression equation is: -

$$Y=0.152X+10.826$$

This equation indicates that when intrinsic satisfaction increases by one unit, nurses' performance in carrying out their tasks increases by 0.152 units. The value of $R^2 = 0.127$ suggests that intrinsic satisfaction explains 12.7% of the variance in performance, highlighting the importance of this variable in nurses' performance. These results are consistent with those of Mohamed Ali (2019), who also found that improving job satisfaction factors is associated with better nurse performance.

2- **Extrinsic Satisfaction and Counterproductive Behaviors:** The deviant behaviors of an employee can be judged based on their level of job satisfaction, taking into account extrinsic factors. The analysis of the results in Table 3 revealed a strong negative relationship between extrinsic satisfaction and counterproductive behaviors, with a correlation value of $r = -0.04$ ($p < 0.05$). The corresponding linear regression equation is: -

$$Y = -0.04X + 3.815$$

This equation means that when extrinsic satisfaction increases by one unit, counterproductive behaviors decrease by 0.04 units. Conversely, a decrease in extrinsic satisfaction is associated with an increase in counterproductive behaviors. Thus, extrinsic satisfaction can act both as a trigger for negative behaviors and as a factor in preventing these behaviors. These results support our hypothesis that extrinsic job satisfaction can reduce counterproductive behaviors among nurses.

*** Conclusion**

Job satisfaction, which refers to employees' general feelings about their work, is a major concern for HR departments. The study of the satisfaction of nurses and

healthcare technicians is particularly important, as it provides insights into the organization, working conditions, and organizational climate, while also offering valuable indications about the quality of care provided.

The study of the impact of satisfaction on the individual performance of nurses constitutes an important source of information for the improvement and optimization of the quality of care and services. The results obtained in this research show that the individual work performance of nurses is strongly linked to their level of satisfaction. The statistics conducted on a sample of 138 participants from EL GHASSANI Hospital in Fez showed that the majority of nurses have a low level regarding external work factors and a moderate level of intrinsic satisfaction.

The bivariate analysis between the variables proved a strong correlation between intrinsic satisfaction and nurses' performance, both in terms of task completion and counterproductive behaviors. The deterioration or improvement in the quality of service provided by the nurse can be explained by 12.7% of their level of intrinsic satisfaction. Conversely, his undisciplined behavior at work can be mitigated by

an improvement in his attitudes towards external factors, which necessitates a reconstruction of the relationship between the employee and the policymakers in the health sector in Morocco.

The objective of this study is to explain the modesty of care services in various Moroccan hospitals, to propose constructive solutions to remedy the disruption of nurses' work, and to find strategic solutions to the problems of shortage, management, and emigration of professional skills in the health sector. These results highlight the importance of a holistic approach to human resource management in the healthcare sector, aiming to improve job satisfaction to optimize performance and the quality of care.

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