



## The Effect of Job Crafting on Patients Satisfaction: with the Role of Moderate of Quality of Health Services (Case Study: Persian Gulf Hospital in Bushehr)

Farzaneh Mashayikhi <sup>a</sup>, Ebrahim Rajabpour <sup>b\*</sup>, Heidar Ahmadi <sup>c</sup>, Majid Esmailpour <sup>d</sup>

<sup>a</sup> Master's student, Department of Business Administration, Faculty of Business and Economics, Persian Gulf University, Bushehr, Iran.

<sup>b</sup> Assistant Professor, Department of Business Management, Faculty of Business and Economics, Persian Gulf University, Bushehr, Iran.

<sup>c</sup> Assistant Professor, Department of Business Administration, Faculty of Business and Economics, Persian Gulf University, Bushehr, Iran.

<sup>d</sup> Associate Professor, Department of Business Administration, Faculty of Business and Economics, Persian Gulf University, Bushehr, Iran.

### Abstract

Today, the speed of changes in the management style; It has involved all businesses. These changes; The product/service includes customer service and consumer behavior. It should be accepted that the customer guarantees the survival and growth of a business. The statistical population of the current research consists of two groups: the first group of patients receiving health services from Persian Gulf Martyrs Hospital and the second group of employees of Persian Gulf Martyrs Hospital who provide medical services to patients. The number of the statistical population of the first group is unlimited due to its large size, and the number of the statistical population of the second group is more than a thousand people, of which 304 people answered the questionnaires. Cronbach's alpha coefficient was used to check the reliability of the questionnaire and content validity was used to measure the validity of the research data collection tool. Also, in order to test the hypotheses of the research, the method of structural equations was used with the help of SmartPLS software. The results of the structural equations showed that the variable of occupational creativity on patient satisfaction and the quality of health services; And the health service quality variable has a positive and significant effect on patient satisfaction. Also, the quality variable of health services plays a positive mediating role in the relationship between occupational creativity and patient satisfaction.

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**Keywords:** Human Capital, Patient Satisfaction, Quality Of Health Services, Health And Treatment Centers, Career Creativity;



## 1. Introduction

Today, the key to the success of any organization and any commercial and economic activity is maintaining customer loyalty and satisfaction. Therefore, the credibility of a successful organization is based on the long-term relationships of that organization with customers (Mohammed-Darini et al., 2018). In addition, achieving customer satisfaction requires a customer-oriented culture, customer-focused organization, employee empowerment, team building, and partnership with customers and suppliers (Islami and Qadri, 2020). Today, among the factors that have led to the success of organizations; Acting on the principles of customer orientation is keeping old customers and gaining satisfaction from new customers. Because customer satisfaction brings benefits such as creating competitive advantages, encouraging customers to repeat the transaction, increasing credibility and reputation (Mohammadi and Sohrabi, 2018), reducing costs caused by mistakes, increasing income, profitability, and sustainable growth and development. (Salame et al., 2020). Therefore, happy and satisfied customers, in addition to transferring their positive experiences to others, which reduces the cost of attracting customers (Oyang et al., 2019); They also guarantee the continuity of the organization's business (Ghamrasi and Taigo, 2017); And on the opposite point, the loss of one customer means the escape of several other customers (Semanjtik et al., 2020). Therefore; An important thing in shaping the success of organizations; Satisfying customers is meeting their needs before competitors and creating sustainable value for customers (Salame et al., 2020). On the other hand, in the current world; More attention is paid to human resources and their role in the performance and progress of the organization. In other words, the efficiency and effectiveness of organizations has a direct relationship with the efficiency and effectiveness of their human resources. so; In order to provide the desired behavior in line with the goals of the organization, human resources (Mackey and Gennery, 2019) must have sufficient information about the working conditions, a brief description of the duties and responsibilities of the job, the relationship of that job with other jobs, and the knowledge and skills necessary to perform it. (Lumen, 2020). In some cases, employees apply changes in their job scope and set of duties for a better fit between their jobs and their needs and expectations (Kan et al., 2020), which then causes employees; understand the importance and goals of their work, be more enthusiastic about their job and improve their job performance (Tang, 2019), all of which will have an effect on providing satisfactory services to customers (Tavan , 2018). The results of the conducted studies indicate that job creativity has had an impact on the quality of employee services (Halshef et al., 2020), on the other hand; Quality services, as one of the determining factors of customer satisfaction and the customer's understanding of the organization's image, have attracted the attention of many researchers (Shekohiar et al., 2020), therefore, the quality of services provided by the organization's employees can affect customer satisfaction. (Zhang and Shao, 2019). It should also be mentioned that job creation has an effect on customer satisfaction as well (Zohur, 2018). The most important indicator for evaluating the quality of health services is patient satisfaction. Patient satisfaction is a criterion for evaluating health systems and a suitable method for comparing the performance of different medical centers. (Castle et al., 2020). Given that; Such research has not been done in the country's medical centers, and according to the country's medium-term plans, one of the most important of which is to create dynamic working conditions for employees in order to provide better medical services; It is very necessary to conduct this research and such researches. In addition, the investigations carried out in the field of occupational creativity and its effect on customer satisfaction, service quality and better service to customers; It needs more research and more empirical research should be done to confirm these relationships. Also, with further research, it was determined that little research has been done in the field of job creativity and customer satisfaction. Therefore, the main problem of this research is whether occupational creativity can affect the quality of health services? Can occupational creativity affect patients' satisfaction? Can the quality of health services affect patient satisfaction? Therefore, in order to fill the existing theoretical and practical gap, in this research, we seek to investigate the effect of occupational creativity on patient satisfaction with the mediating role of health service quality.

## 2. Theoretical foundations of research

### Job Crafting

Today, we are aware of the vital and valuable role of human capital that makes the organization achieve its goals in the current competitive conditions (Rajbpour, 2016). Among the important processes in the field of human resources are; Know job analysis. In such a way that employees should have information about their working conditions, a brief description of their duties and responsibilities, knowledge, expertise and skill in doing their job and the relationship of their job with other jobs (Loman, 2020). An important aspect in the discussion of job analysis and planning for future

jobs is job creation (Berg et al., 2013). Job Crafting; It was first proposed by Wrzesniewski and Dutton (Zhang and Parker, 2019); who defined it as "the physical and cognitive changes that people make in the work area or communication boundaries of their work" (Matsu, 2019). This means that employees align their job duties with their priorities, needs and abilities (Lichtenthaler and Fischbach, 2019). There are two forms of professional art creation, individual and collective. individual art creation; It means that people play active roles in changing the boundaries of their jobs, while collective art creation; It includes cooperation among employees to change the work flow (Tang, 2019). Occupational creativity causes a better fit between employees and their tasks, increasing their initiative at work (Lee et al., 2020); Job satisfaction improves performance and increases their work interaction in the organization (Shin et al., 2020). The evaluation criteria of occupational art creation in this research was based on the research of Shabani-Bahar (2015). In the following, we will describe these criteria:

### **2-1. Increasing job structural resources**

Research on the job demand-resource (JD-R) model has shown that job resources enhance work engagement (Crawford et al., 2020), which in turn leads to positive organizational outcomes (Zantopoulou, 2009). Allocation of job resources; It is in accordance with resource conservation, which states that successfully dealing with high job demands is only possible if a person has resources that are useful to deal with these demands (Times and Becker, 2010). The factor of increasing structural job resources refers to the diversity of resources, opportunity for development and autonomy. Increasing structural job resources is likely to have a greater impact on job design because it is gaining more responsibility (i.e., autonomy and variety) or knowledge about the job (i.e., asking for feedback and training) and reaching satisfactory levels of engagement (i.e., support). social (Times et al., 2012).

### **2-2. Increasing job social resources**

Job resources are very important predictors of positive work outcomes such as work engagement, commitment, and customer satisfaction, but they also act as buffers for undesirable work outcomes, such as burnout. Therefore, overall having a high level of job resources in the workplace would be valuable (Times & Becker, 2010). The factor of increasing job social resources refers to job social support resources, supervisory coaching and feedback. Employees who experience moderate task conflict and increase social job resources (eg, by asking others for feedback or advice) are also more likely to be creative. This is because communication with others helps to analyze, interpret and integrate differences of opinion into new and creative insights (Petro et al., 2019).

### **2-3. Increasing the challenge of job demand**

Among other dimensions of job creation, increasing the level of job demand is challenging (Shabani Bahar, 2017). This dimension means that employees create a higher level of job demands in their workplace. In other words, they may create more challenges in their work when they feel that their job does not provide them with enough opportunities to use all their skills (Taji and Mehdad, 2019). In this case, employees may increase their level of job demands by adding tasks to their jobs, volunteering in interesting groups, projects, or performing tasks from their supervisor. These demands are called challenge demands (Times and Becker, 2010).

### **2-4. reducing the obstacle of job demand**

A final form of job crafting that employees may use is to reduce the level of job demands. If these demands are more than their abilities (Shaufeli et al., 2009); They may ask their colleagues to help them with their tasks or reduce the number of interactions they have with clients or fellow applicants. In this way, the employee may be able to achieve his work goals without much effort and while maintaining his health. Based on the concept of challenging demands, these demands are called obstacles because they prevent employees from achieving valuable goals (Cavanagh et al., 2000). Reducing inhibiting job demands requires behaviors aimed at minimizing physical, cognitive, and emotional demands, such as reducing workload and work-family conflicts (Rudolph et al., 2017).

### **2-5. the quality of service**

In recent decades, social and economic developments in the world have led to the expansion of the service sector at a high speed. According to the available information, 70% of the world's workforce is working in the service sector. This issue shows the immense importance of the service sector in the development of countries (Safarzadeh et al.,

2021). The issue of quality has been widely discussed in the field of production and industry, but in the service sector, due to its intangible characteristic, which is one of its main characteristics, and the inseparability of production and consumption in the process of providing services, it has received less attention. (Bakhshi et al., 2019). In the service sector, there is no clear definition for service quality, and researchers have described quality from several perspectives (Mohammadi et al., 2021). For example, Zitmel and Bittner (2003) and Bittner and Hubert (1993), call service quality a comparison between what customers feel (perceptions) and what service providers provide (expectations). . Oliver (1993) and Bittner (1995) also stated that service quality is the difference between customers' perceptions and expectations of service quality (Mohammadi et al., 2021). Which meets the expectations of consumers (Hasthi et al., 2021). Azar et al. (2019) define service quality as the difference between actual services received and customers' expectations of services (Ismailzadeh et al., 2019). To measure the quality of services, various models have been presented, one of the most famous of these models is the Cerval model, which was presented by Parasuraman, Barry and Zitmel (1985) (Janata et al., 2021). In their modified and final model for measuring service quality, they introduced five indicators as a standard for evaluating service quality in different industries. The first indicator is the reliability of the customer to the organization, which is evaluated through the ability of the organization to provide services in a reliable and accurate manner. In fact, reliability is the fulfillment of commitments. The second indicator is responsiveness, which means willingness to cooperate and help the customer. This dimension of service quality implies sensitivity and vigilance towards customers' complaints, questions and requests (Janata et al., 2021). The third indicator, trust, means the competence and ability of employees to instill a sense of trust and confidence in the customer, towards the organization (Azizpour, 2020). The fourth indicator is empathy, meaning personal attention and allocating appropriate working time for customers, meaning that with each customer; According to their morals, they should be treated in a special way. In this case, customers are convinced that the organization understands them and that they are important for the organization (Hassanzadeh Samrin, 2019) and finally, the last indicator of physical and tangible factors; It includes the existence of facilities, work equipment, and communication goods, all of which provide an image for the customer to evaluate the quality (Sejasi Kedari et al., 2019).

## **2-6. Customer satisfaction**

Today, marketing is not based on production facilities but on customer satisfaction (Kim et al., 2020). Companies that in the past sought to increase the share of production from the market supply, today their goal is to increase the share, through customers (demand); (Bayraktar et al., 2012). Companies have emphasized attention to the customer in business by proposing titles such as satisfied customers, loyal customers, loyal customers, and raising slogans such as the customer is always right (Tabesh Bigdilo et al., 2018). Customer; It is someone who is in charge of conducting a transaction or exchange in a competitive environment and gives something and takes something in an interactive mode (Mohammadi and Sohrabi, 2018). Customer satisfaction is a key concept in consumer research; And it results from the difference between the customer's expectations and the quality he received from the consumer goods or services (Hayati et al. 2020). If the received quality is equal to or more than the expectations, the customer will be satisfied and otherwise dissatisfied (Eboria et al., 2020). Therefore, not paying attention to customer satisfaction and the factors affecting it is considered a big mistake for company managers and can endanger the continuation of their activity (Parsai et al., 2019). Glor et al. (2017) called customer satisfaction a reaction that is checked by the company in the long-term customer behavior and is considered an important tool in marketing activities (Islami and Qaderi, 2020). Prayag, Haseibi and Nonko (2019), call customer satisfaction the result of customers' evaluation of whether a product or service has met their needs and expectations or not (Hasati et al., 2021). Yu et al. (2015), stated that customer satisfaction is the feeling of pleasure or coldness of people as a result of comparing the results received with their expectations (Islami and Qadri, 2020).

## 2-7. Research background

### Career creativity and customer satisfaction

Researchers conducted in the field of human resources have shown that job creation among the employees of the service department of organizations has had an impact on the desired results of the customer. In other words; Using the attitudes of service employees of organizations, such as increasing structural job resources, increasing social job resources, reducing job costs and increasing challenging work demands, has found the central priorities for the desired customer results. It should also be noted that the results of the research indicated that among the factors mentioned, the increase in social job resources; It has had a positive and significant impact on customer satisfaction (Sadighi, 2015). In another research conducted by Teng (2019) and Zahor (2018); Keeping in mind that customer service behaviors play a significant role in determining customer satisfaction, job creation through a positive and meaningful effect on job enthusiasm and job participation of employees, customer service behaviors and subsequently customer satisfaction. will affect.

### 2-8. Career creativity and service quality

Today, in order to create sustainable service excellence, organizations should guide their employees towards serving customers and recovering service failures in order to gain customer satisfaction. Luo (2020), during the research he conducted, stated that job creation had an impact on improving the service performance of employees. Garg et al. (2021), acknowledged that job creativity through positive and meaningful communication on employee job participation will have an effect on increasing employee performance, reducing job-leaving behaviors, and providing quality services to employees. Researchers conducted on the effect of job creation on the job satisfaction of employees have indicated that job creation has a positive effect on the job satisfaction of employees and increases their satisfaction. Job satisfaction is the general emotional assessment of employees regarding their understanding of the job; It indicates whether it meets their needs or not (Kim et al., 2018). Achieving employee job satisfaction in the organization is very important because satisfied employees provide higher service quality that increases customer satisfaction and ultimately leads to better organizational performance (Tapsi and Bartlett, 2002). Satisfied and happy employees are actually more sensitive to the use of opportunities in their work environment, participate more in their relationships with colleagues, are more optimistic and confident, and these characteristics lead to better results. It creates for the organization (Digennero, 2019).

### 2-9. Service quality and customer satisfaction

A lot of time has passed since the issue of service quality and its measurement methods was raised, and with the passage of time, due to the increasing importance of services in the economy of countries, its role has been increasingly noticed. Today, the issue of serving customers has been developed in many fields, and the survival of businesses depends on providing good services to customers. As a result, managers of organizations should strive to maintain their customers, to provide quality services and pay more attention to customers' needs, suggestions and complaints (Zarandi, 2021). During a research conducted by some researchers in the field of health and treatment; The results showed that the quality of services is an important factor in improving the satisfaction of clients to health and treatment centers, and among the five dimensions of service quality, the most desirable dimension is assurance and the least desirable dimension of service quality is responsiveness. Therefore, health managers should try to strengthen these dimensions by carrying out effective interventions (Torabipour and Haghizadeh, 2018). Pervizrad and Sandak Zahi (2018), Alinejad et al. (2021) and Samadzadeh et al. (2021), considering the importance of the health system and health care in today's society, conducted research in the field of health and treatment. The results showed a positive and significant relationship between the quality of health services and patient satisfaction. The results of the research conducted by other researchers acknowledged that the provision of quality services had an effect on the satisfaction of patients and then their loyalty. Therefore, while improving the quality of services, hospital managers should provide solutions to increase patient satisfaction and loyalty to the hospital (Esfahani et al., 2020).

### 2-10. Conceptual model of research

The conceptual model for investigating the effect of occupational creativity on patient satisfaction with the mediating role of health service quality is shown in Figure 1. In the following, we will explain the hypotheses of the research:

First hypothesis: occupational art creation has a positive and significant effect on patient satisfaction.

Second hypothesis: occupational creativity has a positive and significant effect on the quality of health services.

The third hypothesis: the quality of health services has a positive and significant effect on patient satisfaction.

The fourth hypothesis: the quality of health services plays a positive mediating role in the relationship between occupational creativity and patient satisfaction.

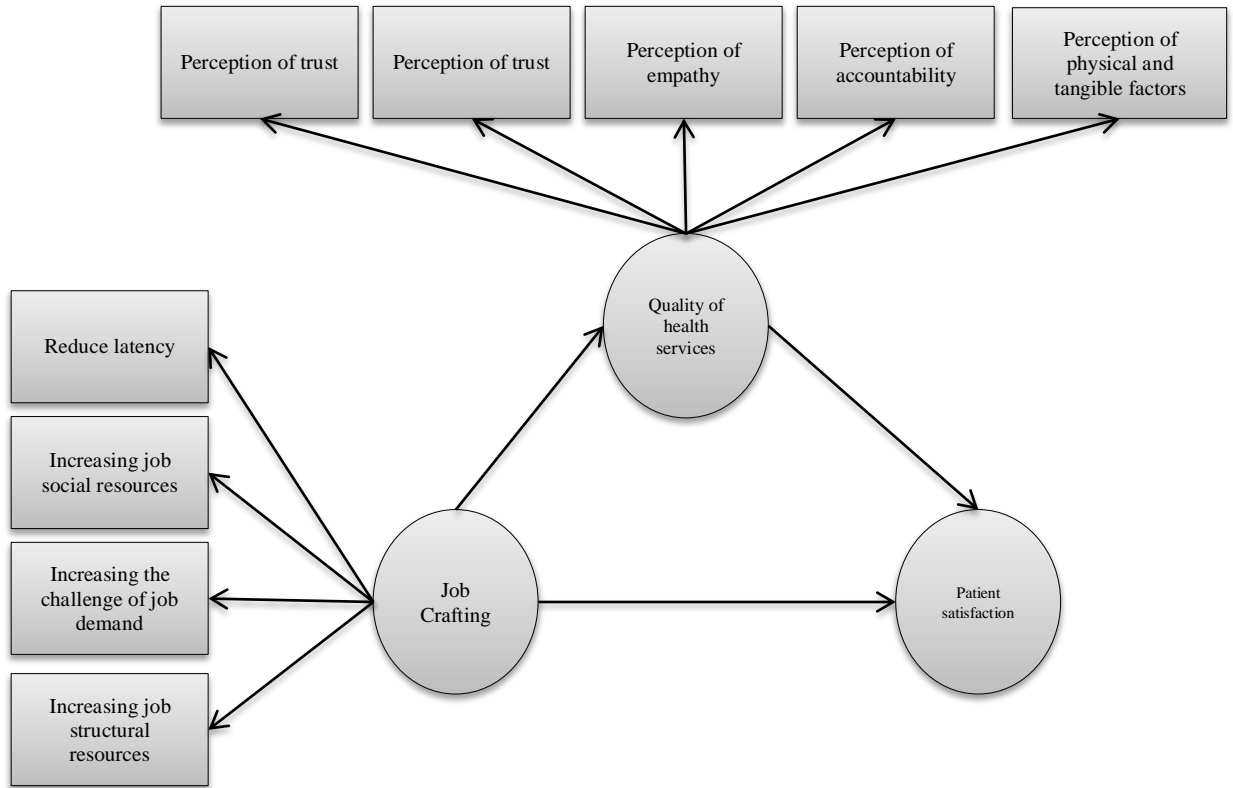


Fig1. The conceptual model of the research

### 3. Research Methodology

The statistical population of the present study consists of two groups including: the first group of patients receiving health services from the Persian Gulf Martyrs Hospital and the second group of doctors, nurses, service personnel and employees of the Persian Gulf Martyrs Hospital who provide medical and health services to patients. To adjust the two questionnaires, they were distributed between these two groups. The number of the statistical population of the first group was considered unlimited due to its large size and the inability of the researcher to formulate the framework of its statistical population, but the number of the statistical population of the second group is more than 1000 people. The sampling method in this research is non-random and the number of statistical samples of the first group is based on the determined number of samples for the second group. The number of the statistical sample size of the second group according to Cochran's statistical population formula for a limited statistical population and considering the size of the statistical population of 1000 people and the confidence factor of 95% and the sampling error percentage of 5% is equal to 277. As mentioned, the data collection tool in this research was a questionnaire. The questionnaire related to the variable of job creativity was taken from the research of Times and Bakker (2012), with four dimensions of increasing job structural resources, increasing job social resources, reducing the delay of job demand and increasing the challenge of job demand, and it was measured with 21 items. Also, the health service quality questionnaire was adapted from the research of Parsuraman et al. (1988), with five dimensions of perception of physical and tangible factors, responsiveness, empathy, trust and reliability, and it is examined by 16 items. The patient satisfaction questionnaire is taken from the research of Bayraktar et al. (2012), which is measured by 12 items. It should be noted

that for each department of the hospital, at least 5 questionnaires were distributed among the employees of each department and at least 5 questionnaires were distributed among the patients referring to the same department. After completing the distribution of questionnaires, 304 questionnaires related to hospital staff and 304 questionnaires related to patients referred to the hospital were collected and became the basis of analysis. In this way, the questionnaires related to each department were averaged and finally the data obtained from 57 departments of the hospital were entered into SmartPLS in order to model the structural equations. In order to ensure the accuracy and correctness of the obtained results, the characteristics of the questionnaire were evaluated in two sections, validity and reliability. In order to check the reliability of the questions in the questionnaire, Cronbach's alpha coefficient has been used, and its value is 0.81, 0.88, and 0.89 respectively for the variables of occupational creativity, patient satisfaction, and health service quality, as well as for the general questionnaire of occupational creativity of employees. 0.844 and for the general patient satisfaction questionnaire it was 0.952, which shows the good reliability of the questionnaire. Also, content validity was used to measure the validity of the research data collection tool; In this way, the questionnaire was given to university professors who were familiar with the subject of the research and the necessary corrections were made. All research items have a factor loading of more than 0.4. To analyze the data, the method of structural equations was used with the help of Smart-PLS and SPSS software. In addition, the present research has been approved by the ethics code IR.BPUMS.REC.1400.165 in the National System of Ethics in Biomedical Research, observing all ethical considerations in all stages of the work.

Table1. Results of confirmatory factor analysis

Variable	KMO criterion	Bartlett's meaningful level	Explanatory variance	special amount
	0.841	.000	37.467	5.768
The components of Job Crafting	Job Crafting	0.829	57.803	2.890
	Increase the structural resources of the job	0.711	43.137	2.588
	Reducing job demand delay	0.718	46.323	2.316
	Increase the social resources of the job	0.802	55.010	2.750
Quality components	0.804	0.000	51.882	8.301
	0.704	0.000	69.444	2.083
Health Services	Perception of physical and tangible factors	0.751	56.975	2.279
	Perception of reliability	0.713	71.711	2.151
	Perception of accountability	0.711	75.442	2.225
	Perception of trust	0.727	75.442	2.263
Patient satisfaction	0.910	0.000	49.184	5.902

Table2. Reliability status of research variables (Cronbach's alpha)

Variables/Dimensions of Research	Cronbach's alpha	Compound reliability	The average of the extracted variance
Quality of Health Services	0.89	0.91	0.50
Perception of physical and tangible factors	0.79	0.88	0.72
Perception of reliability	0.77	0.79	0.50
Perception of accountability	0.81	0.89	0.73
Perception of trust	0.74	0.80	0.58
Perception of empathy	0.69	0.84	0.64
Patient satisfaction	0.88	0.90	0.55
Career art	0.81	0.86	0.62
Increase the structural resources of the job	0.84	0.89	0.62
Reducing job demand delay	0.84	0.88	0.56
Increasing job social resources	0.72	0.82	0.57
Increased job demand challenge	0.77	0.84	0.53

#### 4. Research findings

In this research, demographic variables have been examined first. According to the data collected from 57 departments of the hospital, it was found that 50% of the employees of the departments are men and 50% are women, and the highest frequency is related to married people with 69.1%. The highest frequency in the educational level is related to bachelor's degree with 63.5%, the highest frequency is related to the age group of 30 to 40 years with 49%, and the highest frequency of work experience is related to the period of 10 to 15 years with 37.2%. Also, the data collected from the patients referred to these 57 departments showed that 59.2% of the patients referred to these departments were women and the highest number was related to married people with 61.8%. Also, the highest frequency in the educational level is related to the diploma level and less with 44.4%, the highest frequency is related to the age category less than 30 years old with 42.8% and the highest frequency is related to the number of times patients refer to departments 2 to 4. The load was 42.1%.

Table 3- Demographic information of patients

Gender	Frequency of each floor	Percentage of each floor
Man	124	40.8
Female	180	59.2
marital status	Frequency of each floor	Percentage of each floor
Single	116	38.2
Married	188	61.8
The status of education	Frequency of each floor	Percentage of each floor
Diploma and less	135	44.4
Associate Degree	40	13.2
Masters	108	35.5
Masters and above	21	6.9
Patient age	Frequency of each floor	Percentage of each floor
Less than 30 years	130	42.8
30 to 40 years	75	24.7
More than 40 years	99	32.6
Number of patients	Frequency of each floor	Percentage of each floor
1 time	111	36.6
2 to 4 times	128	42.1
More than 4 times	65	21.4



Table4. Demographic information of employees

Gender	Frequency of each floor	Percentage of each floor
Man	152	50
Female	152	50
marital status	Frequency of each floor	Percentage of each floor
Single	94	30.9
Married	210	69.1
The status of education	Frequency of each floor	Percentage of each floor
Diploma and less	40	13.2
Associate Degree	29	7.2
Masters	193	63.5
Masters and above	49	16.1
Patient age	Frequency of each floor	Percentage of each floor
Less than 30 years	77	25.3
30 to 40 years	149	49
More than 40 years	78	25.6
Employee history	Frequency of each floor	Percentage of each floor
Under 5 years	44	14.5
5 to 10 years	100	32.9
10 to 15 years	113	37.2
15 to 20 years	37	12.2
More than 20 years	10	3.3

#### 4-1. Conceptual model test and research hypotheses

In the present study, Smart-PLS software was used to test the conceptual model of the research and check whether the research hypotheses were confirmed or not. Manifest and hidden variables as well as path coefficients and factor loadings are shown. The numbers that you see between the hidden variables of the model (the oval and circle variables) and the obvious variables (the rectangular variables) represent the factor loadings. The relationships between the hidden variables with an oval shape are the research hypotheses and the numbers on these relationships are the path coefficients. Figures 2 and 3 show the factor load and path coefficients and the t-statistic value of the measurement model, respectively.

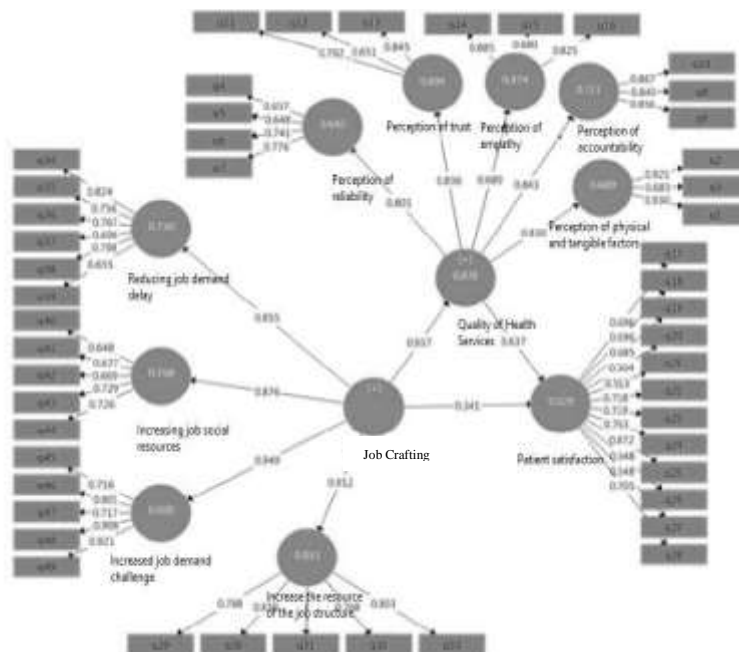


Fig2. Route coefficient and factor load

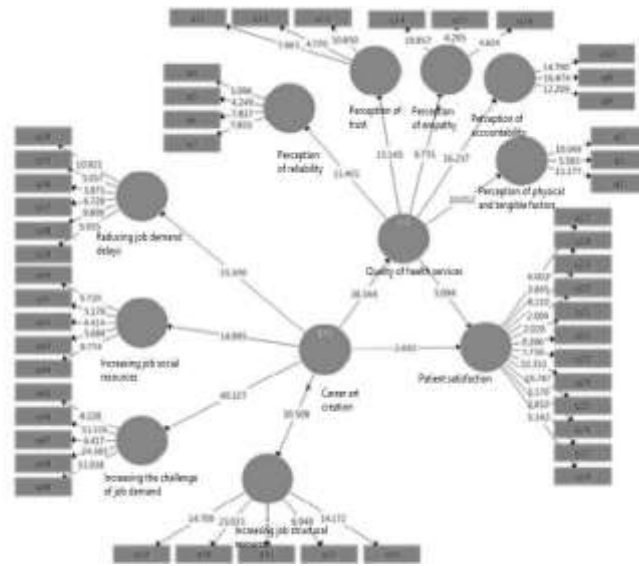


Fig3. The t-statistic value of the measurement model

To fit the structural models, the coefficient of determination is calculated. The coefficient of determining the value is on the circle or oval that shows the accuracy of the model prediction and its values are between zero and one, for which values above 40% are accepted, which is shown in Table 5.

Table5. Determining coefficients of research variables

Variable	The coefficient of determination
Job Crafting	-
Patient satisfaction	0.92
Quality of health services	0.87

In this section, the influence coefficient of each variable and the significance of this coefficient are examined. Based on this, it is possible to draw conclusions regarding the rejection or acceptance of the research hypotheses, in addition to the fact that the significance of the hypotheses of the research conceptual model was tested at the confidence level of 99% and the error level of 1%, the results of which are shown in Table 6. , is visible.

Table6. Test of research hypotheses

Row	hypothesis	Path coefficient	Statistics t	Result
1	Job Crafting $\implies$ Patient satisfaction	0.24	2.69	confirmation
2	Job Crafting $\implies$ Quality of health services	0.93	36.34	confirmation
3	Quality of health services $\implies$ Patient satisfaction	0.63	5.09	confirmation
4	The mediating role of health service quality between the relationship between occupational creativity and patient satisfaction	0.59	5.20	confirmation

According to table 6, the path coefficient of the relationship between occupational creativity and patient satisfaction is 0.34 and the value of t-statistic for this coefficient is 2.69, which is more than the significance threshold of 2.58, so it can be stated with 99% confidence. ; There is a positive and significant relationship between occupational creativity and patient satisfaction, and the first hypothesis of the research is confirmed. The path coefficient of the relationship between occupational creativity and the quality of health services is 0.93 and the t-statistic value for this coefficient is 36.34, which is higher than the threshold of significance, and this hypothesis is confirmed, and occupational creativity has a positive and significant effect on quality. It has health services. The path coefficient of the relationship between the quality of health services and patients' satisfaction is 0.63 and the t-statistic value for this coefficient is 5.09. Considering the increase of this value from the threshold of significance, this hypothesis is also confirmed and the quality of health services has a positive and significant effect on patient satisfaction. The path coefficient in the fourth relationship means the mediating role of health service quality in the relationship between occupational creativity and patients' satisfaction is 0.59 and the t-statistic value for this coefficient is 5.20, which is higher than the significance threshold and the fourth hypothesis is also confirmed. And the quality of health services has a positive mediating role in the relationship between occupational creativity and patient satisfaction.

## 5. Conclusions and Suggestions

The hospital is one of the main components of the health system, which is responsible for providing health care and treatment to the community. On the other hand, it is inevitable to comply with the legal standards of patients in providing healthcare services. One of the important goals of group therapy activities, which has played a significant role in improving the health of patients; Patients are satisfied with the services provided. The services provided should be related to the needs of the patients in order to achieve their satisfaction. On the other; Human capital in the organization plays an important role in creating and maintaining a competitive advantage, therefore, in recent years, large organizations have raised the issue of reviewing job design by employees. Because it brings countless values to organizations through creating and increasing the motivation, commitment, competence and effectiveness of teamwork.

In this research, the effect of the role of occupational creativity on patient satisfaction with the mediating role of health service quality among the employees of Persian Gulf Hospital in Bushehr was investigated. According to the research results, the value of the calculated test statistic for the first hypothesis is equal to 2.69, more than the critical value of 2.58 at the 99% confidence level, it can be concluded that the collected data support this hypothesis. They confirm. In line with this result, the researchers acknowledged that job creation among the employees of the service department of the organizations had an effect on the desired results of the customer (Sadighi, 2015). Teng (2019) and Zahor (2018), during their research, acknowledged that job creation will affect customer service behaviors and subsequently customer satisfaction. According to the results of the research, the value of the calculated test statistic for the second hypothesis is equal to 34.36, more than the critical value at the confidence level of 99%, it can be concluded that the collected data confirms this hypothesis. do The results of Luo's research (2020) indicated that job creation had an impact on the optimal service performance of employees. Garg et al. (2021), acknowledged that job creativity will affect the provision of quality services to employees through positive and meaningful communication on increasing employee performance. According to the value of the test statistic for the third hypothesis, that is, the positive and significant effect of the quality of health services on patient satisfaction, which is 5.09 above the critical value at the 99% confidence level, this hypothesis is confirmed and the quality of health services has an effect on patient satisfaction. It has a positive and significant effect on patient satisfaction. The findings of Samadzadeh et al. (2021) and Ali Nejad et al. (2021) have shown the positive effect of the quality of health services on patients' satisfaction with the services provided. Therefore, while improving the quality of services, hospital managers should provide a solution to increase patients' satisfaction with the hospital (Esfahani et al., 2020). Finally, the fourth hypothesis of the research is the mediating role of the quality of health services in the relationship between occupational creativity and patient satisfaction, according to the test statistic value of 5.20 at the 99% confidence level, which is higher than the critical value; it is approved. As a result, job creation in the hospital will ultimately lead to patient satisfaction through a positive and meaningful impact on the quality of hospital staff services.

Therefore, in order to confirm the main hypotheses of the research, suggestions are made to the managers of service organizations, including managers of medical centers and the Persian Gulf Hospital in Bushehr. According to the

confirmation of the main hypotheses of the research, which is in line with the research conducted in the field of the impact of occupational creativity on patient satisfaction by Zahor (2018) and Sediqi (2015), the effect of occupational creativity on the quality of services provided by Garg et al. (2018), Luo (2020) and Teng (2019) and finally, the impact of staff service quality on patient satisfaction has been reported by Badi et al. (2019), Maleki et al. (2017) and Qala et al. It is recommended to the managers of medical centers, including the Persian Gulf Hospital; By increasing the structural resources such as increasing the independence and authority of the employees in the job, in order to increase their job participation which leads to their personal and professional development, also by increasing the social resources of the job which according to the results obtained in the findings section, this dimension It has had the greatest impact on the quality of services provided, such as providing emotional and social support to employees, coaching and getting feedback from them to improve the quality of services provided by employees. Also, when it is felt that employees should learn new knowledge and skills, by increasing the challenge of job demand, they can participate as much as possible in new projects and assume their new responsibilities at work. Sometimes, due to the high workload of employees, by reducing the barriers of job demand, it is possible to prevent them from leaving the service and leaving the organization. On the one hand, due to the fact that nowadays organizations are in dynamic, variable and ambiguous environments, and on the other hand, due to the fact that the main recipients of services are people from different cultural strata; Therefore, managers of medical centers, including the Persian Gulf Hospital, should choose capable, talented, flexible and highly skilled people for the organization, because they will have the greatest role in the satisfaction or dissatisfaction of patients with the provision of services. And in the end, it should be acknowledged that by creating suitable facilities and equipment for patients and their companions and responding appropriately to patients in terms of cost, room and insurance matters and providing urgent services efficiently and with patience and calmness, it is possible to It increased patients' satisfaction with the quality of services.

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Farzaneh Meshaikehi, Master of Business Administration-Marketing, Persian Gulf University, Bushehr, Iran, her thesis was related to the effect of art creation on patient satisfaction with the mediator role of service quality. He studied under the professors of this university named Dr. Ibrahim Rajabpour, Dr. Haider Ahmadi and Dr. Majid Esmailpour. His research interest is in the interdisciplinary issues of entrepreneurship and business management in the field of health.



Ebrahim Rajabpour, assistant professor of business management department of Persian Gulf University, Bushehr, Iran, has a doctorate from Tehran University and has published more than 20 scientific research articles in prestigious journals. His research interest is in the field of human resource management, organizational behavior management, strategic planning of human resources and organizational culture. Also, he has been a consultant of the Oil Industry Research Institute in the field of human resources and teaches more than 15 courses in undergraduate, master's and doctoral degrees.



Haider Ahmadi, Assistant Professor of Department of Business Administration, Persian Gulf University, Bushehr, Iran. He received a doctorate degree from Tehran University in 2016. He has also published more than 30 specialized articles in prestigious domestic and foreign journals. His interest is in strategic management, strategic budgeting, strategic performance management and strategic human resource management. He is the director of the business management department of Persian Gulf University and a member of the productivity committee of Persian Gulf University. Also, he has been the supervisor or advisor of more than 50 senior theses in this university.



Majid Esmailpour, Associate Professor of Department of Business Administration, Persian Gulf University, Bushehr, Iran, holds a PhD in Business Administration-Marketing from Tehran University. His research interests are marketing management, industrial and organizational marketing, service marketing and advertising management. Also, he has published more than 70 scientific research articles in domestic and foreign specialized magazines and has been the supervisor of more than 100 master's theses and doctoral theses. He also has 4 volumes of books in the field of marketing