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# The Relationship between Clinical Consultation and Worker's Job Satisfaction

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## Abstract

**Purpose:** The primary objective of this study is to explore the relationship between clinical consultation and job satisfaction among healthcare workers. Specific objectives include: (1) Identifying the key components of clinical consultation that influence job satisfaction. (2) Analyzing the relationship between clinical consultation and job satisfaction among healthcare workers. (3) Providing insights and recommendations for improving job satisfaction through enhanced clinical consultation practices.

**Research design, data and methodology:** This research uses a systematic literature review research methodology to analyze the correlation between clinical consultation and job satisfaction among healthcare workers. Systematic literature reviews are a reliable and reproducible approach of searching for, selecting, appraising and synthesizing the relevant literature on the topic under consideration. **Results:** The findings of the present research presents the positive relationships between clinical consultation and job satisfaction, emphasizing four main consultation factors to maximize clinical effects. The four key consultation factors as follows: (1) Emotional Support, (2) Professional Development, (3) Feedback, (4) Peer Interaction. **Conclusions:** All in all, the results of the present research will be useful for healthcare managers and policy makers in terms of promoting mechanisms for increasing job satisfaction which will positively impact organizational staffs' and organizational clients' well-being.

**Keywords :** Clinical Consultation, Job Satisfaction, Workplace Management

**JEL Classification Code:** M54, J28, O15

## 1. Introduction<sup>a</sup>

Work satisfaction as a variable the various components of employee performance, staff turnover, and organizational climate. A positive and satisfactory experience toward the job in the healthcare sector is critical since it affects the quality and outcomes of care provided to the patients. That is why it is crucial to discuss the nature of the association between clinical consultation and job satisfaction. Prior literature has shown that several factors like leadership, job demands and resources, and perceived organizational

support can affect healthcare workers' job satisfaction (Yue et al., 2022; Scanlan et al., 2021). Therefore, the effects of clinical consultation, which encompasses different personal communication and contact between healthcare workers and clinical leadership or peers, has not yet been fully investigated.

Clinical consultation can be defined as clinical case discussions that involve and focus on alteration in patient care and professional practice in specific clinical practice settings between practicing clinicians and clinical specialists or with other practitioners at the same professional levels.

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Clinical consultation can assuage the emotional concerns and render professional backup, which can be encouraging for employees especially for those in high-pressure organizations such as hospitals (Capone et al., 2022; Kader et al., 2021). Considering the intensity of work in the health care sphere, it is pivotal to learn how these consultations affect the job satisfaction, on the positive side, the well-being of the employees and the outcomes in the sphere of patient care.

While the current literature supports the notion that job satisfaction should be a high organizational priority, there is a gap in knowledge about how clinical consultation contributes to the improvement of job satisfaction. Previous research has investigated mainly more general organizational and psychosocial aspects (Dyrbye et al., 2020; Penconek et al., 2021). For example, the literature has explored the relationship between leadership, workload, and organizational support on the overall job satisfaction (Elsahoryi et al., 2022; Alrawashdeh et al., 2021). While much has been said about clinical consultation practices and their contribution to job satisfaction, the precise effect has not been explored sufficiently. This research seeks to address this gap by analyzing the direct and indirect impacts of clinical consultation on the healthcare workers' job satisfaction.

The primary objective of this study is to explore the relationship between clinical consultation and job satisfaction among healthcare workers. Specific objectives include: 1. Identifying the key components of clinical consultation that influence job satisfaction. 2. Analyzing the relationship between clinical consultation and job satisfaction among healthcare workers. 3. Providing insights and recommendations for improving job satisfaction through enhanced clinical consultation practices. To achieve these objectives, the study will address the following research questions: 1. What are the primary factors in clinical consultation that affect job satisfaction? 2. How does clinical consultation impact job satisfaction among healthcare workers? 3. What strategies can be implemented to enhance job satisfaction through improved clinical consultation?

The findings of this study will add to the existing literature in the areas of clinical consultation and job satisfaction thereby offering a more focused perspective of the two subjects in the context of the other. The results will be useful for healthcare managers and policy makers in terms of promoting mechanisms for increasing job satisfaction which will positively impact organizational staffs' and organizational clients' well-being. Consequently, clarifying those specific aspects of clinical consultation which are associated with the level of job satisfaction will help to outline effective consultation patterns in healthcare organizations.

Moreover, this study will pinpoint the role of clinical consultation as a special and precisely quantifiable variable that represents job satisfaction, rather than an overlap of general and psychological effects. It is for this reason that one has to differentiate between these two concepts on the grounds that the approaches crafted towards solving the problems faced by these health-care workers in the clinical practice need to be unique and more specific.

The study is structured to provide a comprehensive analysis of the relationship between clinical consultation and job satisfaction. It includes the following chapters:

- Section 1: Introduction - This chapter outlines the background, problem statement, research objectives, research questions, and the significance of the study.
- Section 2: Literature Review - This chapter reviews existing literature on job satisfaction in healthcare, components of clinical consultation, and their relationship, identifying research gaps.
- Section 3: Methodology - This chapter describes the research design, data collection methods, and analytical approach used to explore the relationship between clinical consultation and job satisfaction.
- Section 4: Findings - This chapter presents the findings of the study, detailing the positive relationships between clinical consultation and job satisfaction.
- Section 5: Discussion - This chapter discusses the implications of the findings, providing recommendations for practice and suggesting directions for future research.

In summary, it is crucial to note that identifying the interconnection between clinical consultation and job satisfaction as crucial to enhancing the quality of work and success in healthcare organizations. While the presented investigation is limited in this regard, the study still addresses an important aspect in need of research that might improve job satisfaction and, therefore, the quality of patient care.

## 2. Literature Review

### 2.1. Job Satisfaction in Healthcare

Health care workers' job satisfaction is a complex phenomenon that depends on many factors such as job demand and resources, supervisor and organizational support. They take into consideration the workers' morale, as well as the consequences which stand to affect patients and the functioning of the facility. Yue et al. (2022) further elaborated that job satisfaction and commitment has moderation role for decreasing burnout among the medical staff. The authors of the study claim that they determined

that colleagues' and supervisors' empathy and support can efficiently prevent people from becoming burnt out while promoting job satisfaction.

In the previous study (Scanlan et al. 2021), the authors looked at job satisfaction among mental healthcare workers who function in multiple teams. Some of the elements they discovered included the fact that collaborative environment and things such multifaceted working can improve job satisfaction through creating common identity. Therefore, having various professional inputs in a team is a positive factor towards multidisciplinary teams, as it improves the jovial working environment, which is key to job satisfaction.

The COVID-19 pandemic posed severe risks and increased complexities affecting the healthcare sector unlike any other circumstances from previous years hence affecting its employees' job satisfaction. Elshoryi et al. (2022) investigated the correlation of salary, job satisfaction, and intent to remain in the job among the dietitians in Jordan amidst the COVID-19 epidemic. The authors' work showed that such factors as wages and pay satisfaction were the major determinants of job satisfaction, which in its turn affected the desire to stay in the position. This goes to show that certainly monetary recognition and financial stability are crucial in ensuring employee satisfaction including in the wake of unfortunate occurrences.

In the same context, Alrawashdeh et al. (2021) undertook a study to establish the effects of the COVID-19 crisis on occupational burnout and job satisfaction among physicians. The study identified that availability and accessibility of resources that support employees' mental health affected their job satisfaction. Physicians that are supported by the organization for patient care reported lower levels of burnout and displayed higher job satisfaction. This goes to show that the organizational support is a key factor that helps to increase the job satisfaction, especially during such pressure strung times.

## 2.2. Clinical Consultation and Its Components

Clinical consultation is one of the methods of the practical health care program and includes scheduled meetings between the provider and a clinician or another clinical practitioner. Such interactions are feedback, professional development, emotional support and peer interaction. The study by Capone et al. (2022) on the association between the employees' mental health, job satisfaction, and organizational support was conducted among hospital physicians during the COVID-19 pandemic. The authors stated that clinically constructive and professional consultation boosted satisfaction in their work environment and mental status.

Kader et al. (2021) discussed burnout and job satisfaction among psychiatrists in Qatar focusing on the

need for clinical consultation in dealing with stress at the workplace. In their study, they were able to show that clinical consultation was positively associated with job satisfaction while it had a negative relationship with burn out among the psychiatrists. This indicates that while attending clinicians is for professional guidance, it also plays an important role of building up clients' emotional capital in stressful places.

Foà et al. (2020) undertook a cross-sectional survey research on mean self-employed older adults in relation to job satisfaction and work engagement and stress. It became evident that clinical consultations assisted the staff by making them feel valued, hence enhancing job satisfaction and work engagement. The current study highlights the need for clinical consultation for the purpose of improving the organizational support for work, thus increasing satisfaction and decreasing stress.

Hellin Gil et al. (2022) presented a cross-sectional study on job satisfaction correlated with the workload of nurses who worked in adult inpatient units. Their finding pointed out that foremost, workload limited by clinical consultation as a noteworthy need of nurses to increased job satisfaction. According to the survey, nurses, who are involved in the weekly clinical consultation, perceived more specific support and preparedness necessary to address the related workload constraints, hence, enhanced job satisfaction.

## 2.3. Relationship between Clinical Consultation and Job Satisfaction

Several studies help to explain the correlation between clinical consultation and job satisfaction as positive changes resulting from structured supportive interactions that can positively influence healthcare workers' morale and productivity. Clinical consultation involves sharing ideas and experiences hence addressing the aspects of feedback, peer support and professional development that are critical in the job satisfaction domain. For instance, Dyrbye et al. (2020) observed that positive organizational leadership which can entail SPC was positively related to organization employee work satisfaction and negative to their burnout.

In a systematic review that synthesized empirical data and studies on nurse manager job satisfaction determinants, Penconek et al (2021) revealed that clinical consultation was a significant factor. Based on their review, nurse managers who claimed to avail themselves to clinical consultations frequently are happier at their workplace because they get professional social support and affirmation. This emphasizes the need for consultation of the practitioners and employees for the purpose of growth of their career and satisfaction in their respective jobs.

The prior study (Al Sabei et al., 2020) has conducted

a study to determine the correlation between a healthy work environment and job satisfaction and the perceived turnover intention of nurses working in the hospital. They discovered that amongst their subjects' clinical consultation improved the health of the working environment by offering support from other professionals and this helped in increasing job satisfaction and decreasing turnover intentions. This study also stresses the need for clinical consultation to maintain health care workers through promoting a positive workplace environment.

In one study, Aloisio et al. (2021) examined the individual and organizational characteristics that affect the nurses' job satisfaction in LTC. Their study showed that clinical consultation was a very vital causal predictor in the improvement of job satisfaction because it offered the chance of professional development and emotional outlet. Nurses receiving clinical consultations were more satisfied with their jobs and committed to them than non-receiving nurses.

Guevara et al. (2020) conducted a study to determine the effect that physician leadership brings to the table to the job satisfaction of the APPs. Namely, they discovered that the leadership strategies that engaged the clinical consultation and the feedback of clinical staffs correlated with high job satisfaction among the providers. This opinion indicates that clinical consultation is an essential feature of leadership that improves working satisfaction.

### 2.4. Research Gap

Although studies indicate antecedents of job satisfaction and organizational factors and the importance of clinical consultation as a determinant, there is a dearth of knowledge about clinical consultation. The majority of earlier surveys and investigations have centered on the generic organizational and psychological variables which include leadership, work overload, and organizational support (Scanlan et al., 2021; Dyrbye et al. , 2020). Nevertheless, the mediating and more precise influence of key clinical consultation practices on job satisfaction has not been explained earlier. This study shall bridge this gap by being centered on how various dimensions of clinical consultation relate to the general job satisfaction of healthcare employees.

The findings of this research study will offer a clear understanding of which elements of clinical consultation are most beneficial in increasing job satisfaction. Thus, by isolating these components this study will contribute valuable practical information to the healthcare organizations to enhance their clinical consultation business and, as a result, promote job satisfaction among healthcare workers and decrease burnout. The results will be useful to managers and decision-makers in health care organizations

and health policies to help implement change interventions to increase job satisfaction and thus the quality of working life and patient care services.

**Table 1:** Summary of the Literature Review

Problem Statement	Main Previous Evidence
. The majority of earlier surveys and investigations have centered on the generic organizational and psychological variables which include leadership, work overload, and organizational support	Dyrbye et al. (2020), Penconek et al (2021), Al Sabei et al. (2020), Aloisio et al. (2021), Guevara et al. (2020), Scanlan et al. (2021)

## 3. Research Design

This research uses a systematic literature review research methodology to analyze the correlation between clinical consultation and job satisfaction among healthcare workers. Systematic literature reviews are a reliable and reproducible approach of searching for, selecting, appraising and synthesizing the relevant literature on the topic under consideration. Based on the research, the PRISMA check list will be used in identifying the systematic approach to be followed in selecting and analyzing the relevant studies. The PRISMA approach is employed mostly to serve as checklists in systematic review and meta-analysis, so as to ensure the validity of the results (Penconek et al., 2021; Nantharath et al., 2016).

### 3.1. Data Collection

The literature was searched for peer-reviewed scholarly articles focusing on ascertaining journals for the target disease using several databases including PubMed, Scopus, and Google Scholar. These databases are selected based on the fact that they contain a broad spectrum of health care related literature and peculiarities which provide an access to peer-reviewed articles. Due to a higher precision, the search will be made based on specific terms related to the aims and objectives of the given study: clinical consultation; job satisfaction; Healthcare Workers; burnout; and organizational support. ” This is because in the current study, an exhaustive search will be conducted where several databases will be used in the search process and several search terms will be used to increase the chances of including all the potentially relevant literature (Woo & Kang, 2021).

### 3.2. Screening and Selection

The screening and selection of articles followed the

four-phase process outlined by the PRISMA guidelines: recruitment and selection process that consists of identification, screening, eligibility, and inclusion. During the identification phase, all records which might be related to the study objectives were identified by the extensive approach to searching described above. As a part of the title and abstract screening, these articles will be checked not to meet the relevance criteria to be excluded from the subsequent analysis. For example, studies exploring contexts other than healthcare facilities or studies not related to clinical consultation or job satisfaction will be removed from the analysis (Scanlan et al., 2021).

During the eligibility phase, references of the remaining studies were screened for the final set of the article against exclusion criteria. These criteria include characteristics such as the type of study or the population under investigation, among others, in relation to the research objective. Healthy articles which failed to incorporate the following factors were rejected. Therefore, articles having no stress on empirical evidence or no detailed explanation of the clinical consultation practices (Elsahoryi et al., 2022; Kang, 2023). Lastly, following the systematic reviews definition, during the inclusion phase, only those studies that conform to all laid down criteria will be incorporated into the research review. This process of screening and selecting the studies increases the quality of studies and also ensures that only those studies which are most relevant to the research objectives are brought into the analysis.

### 3.3. Data Analysis

The selected articles were reviewed critically, in order to get an insight into the relationship between clinical consultation and job satisfaction: themes and patterns. This will be a qualitative synthesis which will entail analysis of the articles to identify relevant information concerning different aspects of clinical consultation including feedback mechanisms, emotional support, professional development forums and peer interactions to be offered to foster staff's professional development. The study they all earmark will therefore be directed at explaining which facets of clinical consultation are the most influential in relation to job satisfaction among healthcare workers (Capone et al. , 2022; Kang, 2020).

Papers were grouped according to themes, which would enable the researcher to analyze the various factors affecting job satisfaction and locate similarities in these factors across the studies. For instance, one may find from the literature that feedback and emotional support are some of the variables that elicit high levels of job satisfaction. Furthermore, the study assessed the background in and where clinical consultation occurs, for example, the type of facilities, and roles of the clinical workers participating in the

consultation process (Alrawashdeh et al., 2021). This contextual setting will afford a rich perspective of how consultation clinical consultation practices can be enhanced to improve job satisfaction of healthcare employees.

Through a rigorous analysis of the published findings from prior studies, this literature review study will offer an extensive understanding of clinical consultation as well as the correlation between clinical consultation and job satisfaction to the benchmark health-care organizations that are trying to enhance the effects of clinical consultation on organizational employees' job satisfaction.

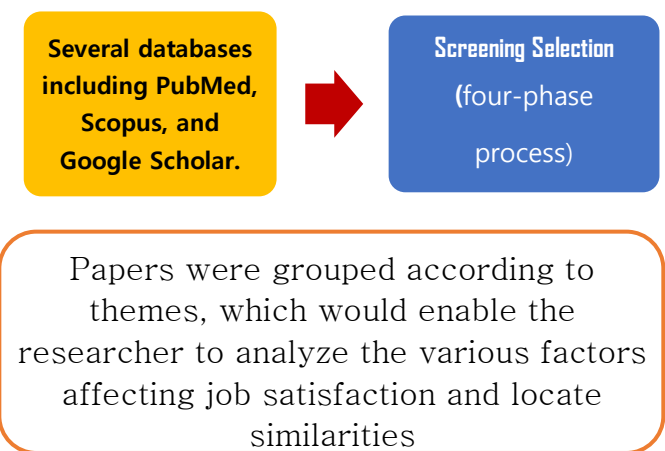


Figure 1: Justification of the Methodology

## 4. Findings

### 4.1. Emotional Support and Job Satisfaction

Clinical consultation entails one receiving professional counsel on how to handle arising working pressures as a health care worker. The elements of clinical communication and relational care that involve managing patient's emotions are acknowledging their worries and concerns, acknowledging how they feel, and reassuring them. When these positive encounters occur with others such as co-workers, it can go a long way in increasing workers' job satisfaction as it combats feelings of loneliness and stress that is usually rife within the healthcare profession (Yue et al. , 2022). For instance, Scanlan et al. (2021) pointed out that HCWs that received emotional support through communicating with their clinical consultants frequently exhibited a higher level of satisfaction with their work and a lower level of burnout.

Patients and their families require support emotionally

especially when they are in hospitals; the pressure exerted on personnel in such facilities can be massive. In the context of the COVID – 19 outbreak, Capone et al. (2022) noted that clinical consultations positively support HCPs in coping with the new working stress and workload. This support that feelings of burnout being reduced and overall job satisfaction being enhanced slightly. In a similar manner, Kader et al. (2021) observed that emotional support from the clinical leaders and peers during consultations helped act as a shield against the occupational stress hence boosting job satisfaction among the health care workers.

**4.2. Professional Development and Job Satisfaction**

Experiences gained on the job during consultations leads to professional development, thus increasing job satisfaction. Business consultations are instrumental in developing skills and advancing in one’s career – both of which are pivotal to employee contentment . Such consultations offer healthcare workers ways through which they may be trained anew and will be helped in developing grasps about existence of best practices and prospects of their careers (Penconek et al., 2021). For example, Elshahry et al. (2022) concluded that healthcare personnel who practiced continuing professional development during the clinical consultation were satisfied with their employment because they felt that their organization was committed to their career advancement.

Clinical consultations which forms part of professional development may consist of organized training sessions, apprenticeship and discourse over working prospects. Another study by Alrawashdeh et al. (2021) confirmed that the HCWs who engaged the professional development activities received perceived higher levels of competency and confidence in performing their duties, hence improved job satisfaction. Additionally, Dyrbye et al. (2020) established that experiences that provided possibilities of professional advancement regarding clinical consultations were associated with increased employee turnover intention because of the recipients’ perceived value and support.

**4.3. Feedback and Job Satisfaction**

When offered constructively during clinical consultations, performance feedback enables healthcare workers to rectify any mistakes and such fostering a sense of importance results in increased job satisfaction. Thus, feedback appears to be an important part of clinical consultations as feedbacking enables other healthcare personnel to help the individual to improve his/her performance and attain personal and professional objectives. Bimodal, positive feedback may enhance the knowledge of the healthcare workers of their commendable performance and the aspects that require enhancement thereby satisfying

them resulting in job satisfaction (Dyrbye et al. , 2020).

It is recommended that feedback should be presented in a timely manner and supports specific targets with clear checks. Alrawashdeh et al. (2021) studied clinical consultations of healthcare workers and observed that those who received timely feedback were much more satisfied with their jobs and employees felt more engaged. Similarly, Zhang et al. (2020) mentioned that the feedback provided during the clinical consultations helped HCW’s in knowing that they were valued in their work, which increased their job satisfaction. According to Foà et al. (2020), the participants also noted that during the consultations, feedback assist in enhancing awareness regarding expectations and the performance standards and therefore, job satisfaction was enhanced.

**Table 2: The Findings of the Study**

Key Consultation Factors	Main Content
1. Emotional Support	Emotional support from the clinical leaders and peers during consultations helped act as a shield against the occupational stress hence boosting job satisfaction
2. Professional Development	There are possibilities of professional advancement regarding clinical consultations were associated with increased employee turnover intention because of the recipients’ perceived value and support.
3. Feedback and Job Satisfaction	The feedback provided during the clinical consultations helped HCW’s in knowing that they were valued in their work, which increased their job satisfaction.
4. Peer Interaction and Job Satisfaction	Interactions between peers in clinical consultations also mean that these healthcare workers can learn from each other and even adopt best practices. When it comes to peer interactions in clinical consultations, they had positive effects on poor healthcare workers’ feelings of connections.

**4.4. Peer Interaction and Job Satisfaction**

This is due to the fact that the participants communicate with each other through clinical consultations, hence bestowing on them a feeling of association with the health care workers. Such interactions build-up a social structure that go a very long way in promoting the facets of job satisfaction. Those clinicians who have peer interactions

that are frequent during clinical consultations can be able to share experiences, seek support, and find solutions for the emerging challenges for better patients' care (Capone et al., 2022). Such a feeling of teamwork is very important especially in working conditions that are always challenging and which are often found in the health sector.

Interactions between peers in clinical consultations also mean that these healthcare workers can learn from each other and even adopt best practices. When it comes to peer interactions in clinical consultations, Kader et al. (2021) claimed that they had positive effects on poor healthcare workers' feelings of connections and support, hence increased job satisfaction. Furthermore, Hellin Gil et al. (2022), when assessing the modeling of and, peer support during clinical consultations as a factor contributing to job satisfaction; the authors concluded that peer support helped foster collegial working, problem-solving, and knowledge sharing.

Another study by Bahadirli and Sagaltici (2021) confirmed that the health care workers who have frequently interacted with the peers they select experienced less stress and higher level of job satisfaction. Likewise, University of Toronto researchers Stefurak et al. (2020) established that peers' interaction during clinical consultations fostered a positive work environment, which translated to elevated job satisfaction levels. Similar to the aspects outlined above, Foà et al. (2020) underlined the necessity of promoting peer support as a way to fight loneliness and increase a sense of belonging among the healthcare professionals thus an impact on job satisfaction.

Therefore, the study under evaluation has made a significant contribution to advancing current knowledge by identifying the importance of clinical consultation in promoting job satisfaction among samples of healthcare workers. Among the clinical consultation factors that can enhance job satisfaction, depression support, professionalism development, constructive criticism, and peer communication are considered the most crucial. These elements are not only about the support of employees dealing with the stress and burnout at work but also about the aspects useful for career advancement, personal and collective performance enhancement as well as formation of the supportive work community. Consequently, healthcare organizations create favorable working conditions as it is proposed targeting aspects of clinical consultation that influence job satisfaction and, therefore, the employees' well-being, patient care, and organizational performance.

## 5. Application of Findings in the Workplace

### 5.1. Summary of Findings

According to the current systematic review study, clinical consultation has a highly positive effect on the job satisfaction of healthcare employees. Therefore, this study showed that positive affirmation, training opportunities, evaluation feedback, and social contact represented the major benefits through which clinical consultation influenced job satisfaction. Supervision assists in the reduction of work-related stress and burnout, which is positive for job health (Yue et al., 2022). Clinical consultations, which entails interactions between professionals and their patients, offer professional development chances on the job, and this is a major element of job satisfaction (Penconek et al., 2021). Positive interaction during consultations can enhance the wellbeing of the healthcare worker because the workers feel appreciated; they are also constantly fine-tuning their performance, thus, this results to increased job satisfaction (Dyrbye et al., 2020). Finally, peer interaction enhances the camaraderie parameter for healthcare staff ensuring utmost job satisfaction among them (Capone et al., 2022).

### 5.2. Implications for Practice

The recommendations provided in this work has several applications for any health care organization that wishes to enhance the job satisfaction of its workforce and lessen burnout. To start with, the flow of Clinical consultation can effectively help to set up a favourable social context which has a positive influence on the emotional state of an employee and his/her sense of professional worth. It is supposed that clinical consultations should be conducted formally and routinely so that the healthcare workers can share their concerns and get some emotional outlet. Research has established that such support is vital in decreasing stress and burnout hence improving job satisfaction (Yue et al., 2022).

However, further attention should be paid to the integration of the concepts of the continuing professional development into clinical consultations in healthcare organizations. Promoting work as an introduction to the idea of constant training that in turn offers development one is guaranteed to be valued hence promoting job satisfaction within healthcare workers (Penconek et al., 2021). This approach should also be incorporated in clinical consultations among other attributes of reference. Balanced and constructive feedback mechanisms must be made to specific, timely and encouraging because it makes the health care workers feel valued and helps them to perform better.

Promoting peer communications during clinical consultations can also lead to great improvements in job satisfaction. Providing opportunities for healthcare workers to come together to tell their therapeutic stories and discuss and process their experiences provides a strong foundation

to the development of a health care community. This social support network plays a significant role in the stressful areas such as health care because it can alleviate the feeling of being alone and increase job satisfaction (Capone et al., 2022).

### 5.3. Recommendations for Future Research

The current study fills the gap in knowledge concerning clinical consultation and job satisfaction, and future research should extend the current study by examining the effects of clinical consultation on job satisfaction and patient outcomes at different time points. Longitudinal studies can explain the dynamics of how clinical consultation practices are maintained over a period and how job satisfaction impacts patients' care and results related to practice. Further, it is valuable to delineate the ways in which and the extent to which clinical consultation affects job satisfaction. For example, future studies can explore how varying elements of patient interaction like the amounts and quality of affectionate communication during clinical sessions or the kinds of professional development activities influence the satisfaction level in a different manner (Scanlan et al., 2021).

Additionally, research on investigating the factors related to organizational culture and practice of clinical consultation may be useful. It is appreciated that, knowing how one organizational culture or another facilitates or obstructs strong clinical consultation, when so often termed effective, would assist in devising strongly implemented interventions in a range of healthcare organizations (Kader et al., 2021). Therefore, research could also look at how clinical consultation also affects other factors which include staff turnover, organizational loyalty and general wellness of employees.

### 5.4. Conclusion

In conclusion, increasing the efficiency and effectiveness of clinical consultations can go a long way to boosting the satisfaction levels of the employees in the healthcare sector. When implementing different strategies in the framework of human resources management, it is possible to propose the following recommendations: regularly offering emotional support, providing opportunities for the professionals' further training, using supportive comments, and encouraging peer communication. These, therefore, are likely to enhance the quality of the services being delivered to the patients as well as the performance of the organization as a whole. This study points to the importance of clinical consultation in increasing job satisfaction and underscores the need for healthcare organizations to support clinical consultation best

practices. Thus, organizations can not only enhance the health status of their healthcare employees but also enhance the supportive patients' health and an effective-sum health care delivery system.

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