

**ANALYZING JOB SATISFACTION AND PERCEIVED BENEFITS OF NQAS
CERTIFICATION AMONG COMMUNITY HEALTH OFFICERS (CHOS) IN
ACCREDITED AYUSHMAN AROGYA MANDIRS (AAMS) IN SARGUJA
DISTRICT, CHHATTISGARH**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

By

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Under the Supervision and Guidance of

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2024

June 25, 2024

CERTIFICATE OF INTERNSHIP

This is to certify that Ms. Archana Jangid has completed her internship with Jhpiego from March 18, 2024 till June 12, 2024.

She interned at our New Delhi office. She supported the Quality Thematic Lead in field testing and feedback collection on the NQAS playbook and logbook; validation of resource materials used for record review under NQAS through concurrent literature review; measurement of NQAS implementation in the intervention states. And also performed literature review on existing best practices on Quality Assurance/ improvement interventions in LMIC countries including India; identification of gaps in the roll-out of expanded range of services at HWCs etc.

Archana's performance was good and she was able to accomplish the assigned tasks timely and successfully. She worked diligently during this period and displayed positive attitude and effective interpersonal, communication and professional skills.

I wish her success in life.

On behalf of Jhpiego

Vidya Tulsidharan

Ms. Vidya Tulsidharan
Director: HR

DECLARATION BY STUDENT

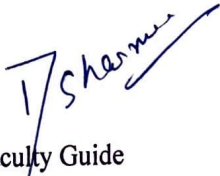
I hereby declare that this dissertation titled *"Analyzing Job Satisfaction and Perceived Benefits of NQAS Certification among Community Health Officers (CHOs) in Accredited Ayushman Arogya Mandirs (AAMs) in Sarguja District, Chhattisgarh"* is the bona-fide record of my original researchwork. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.

Signature Archana

Name of the student -ARCHANA JANGID

CERTIFICATE

This is to certify that dissertation titled "*Analyzing Job Satisfaction and Perceived Benefits of NQAS Certification among Community Health Officers (CHOs) in Accredited Ayushman Arogya Mandirs (AAMs) in Sarguja District, Chhattisgarh*" is a record of the research work undertaken by Archana Jangid in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur under my guidance and supervision and his/her approach to the research study has been sincere, scientific, and analytical.



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ABSTRACT

Employee satisfaction and perceived advantages are a combination that, when effectively managed, ensures increased performance and staff retention based on healthcare employee needs within accredited public health institutions. The healthcare-leading quality improvement agenda has been supported by the National Quality Assurance Standards (NQAS) certification. It is therefore imperative for these three variables to understand the relationship between job satisfaction and perceived benefits of NQAS certification towards improved organizational and employee health outcomes.

The objectives of this study are to assess the job satisfaction and perceived benefits of the Community Health Officers (CHOs) in NQAS-certified Ayushman Arogya Mandirs (AAMs) in the Sarguja District of Chhattisgarh and to identify the factors that influence the job satisfaction within these healthcare facilities. The accreditation based on the National Quality Assurance Standards (NQAS) has been identified as central in improving healthcare service quality but its implication on healthcare staff is yet to be analyzed comprehensively. This research uses a cross-sectional survey research design that includes the use of structured questionnaires and telephone interviews to capture the data from the CHOs. This study seeks to determine some of the factors that have an impact on job satisfaction and perceived benefits of NQAS certification undertaking through quantification of the above measures. The research outcomes will enhance the existing knowledge on changes to quality certifications and healthcare workers, and policies that support improved healthcare service provision and employee welfare.

Keywords: Job satisfaction, Quality, NQAS, Certification, Work-Life Balance, Healthcare Service Quality.

ACKNOWLEDGMENT

The recent three-month internship that I completed at Jhpiego located in New Delhi was very helpful and allowed me to develop as a person and as an employee. This opportunity to work with outstanding professionals can be considered as the important step in my further productive career.

I am grateful to my family and religious attitude, which played a crucial role in the project's completion before the set deadline.

Altogether, I became a witness and direct recipient of courtesy and knowledge from a great number of people. They all contributed in their way and without any of them I would not have been able to complete this task: I owe my first opportunity and constant support to Dr. Bhartendu Sharma, the Deputy Chief of the Party. Several people have immensely contributed to this research and I am immensely grateful to them; firstly, Dr. Gaurav Kapoor – Senior Monitoring & Evaluation Officer, and Dr. Rakesh Mehra – Senior Program Manager for their time, wise counsel, and their insightful inputs regarding the conduct of this research.

I'm grateful to my university mentor, Dr Deepti Sharma, Associate Professor, for her constant support and guidance throughout the project.

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Abbreviations

AAM	Ayushman Arogya Mandir
AoC	Area of Concern
CHC	Community Health Centre
CHO	Community Health Officer
DH	District Hospital
ISQua	International Society for Quality in Healthcare
MoHFW	Ministry of Health and Family Welfare
NHSRC	National Health Systems Resource Centre
NQAS	National Quality Assurance Standards
PHC	Primary Health Centre
UPHC	Urban Primary Health Centre

CHAPTER 1: INTRODUCTION

While striving for the development of the top-notch healthcare systems, many developed and developing countries have integrated assessment systems aimed at reaching the goal of hospital accreditation (1). Accreditation is a process of considering various standards set down by respective and recognized authorities in the provision of healthcare, with the authorities being either government or non-governmental. As much as accreditation is central in a focus on quality management, its success in the improvement of service quality is still debatable. Those in support of accreditation argue that it enhances the quality of healthcare through the set standards, and strengthens the initiatives aimed at addressing patient safety (2)(3)(4). In addition, these standards aim at improving quality in institutions that are given a seal of approval permanently while in the process. However, while accreditation has been deemed to offer certain benefits that are unforeseeable, there is still little empirical research available on the effects of accreditation particularly concerning the developing world (5). India, a developing country per se, launched a national accreditation program in 2013; however, the impact of this program and its attributes on the quality of the care being delivered in Indian hospitals are areas that require further research (6). Achieving and maintaining good health is one of the basic minimum needs of the people and a key determinant of the standard of a country's populace. In the current global context, the importance of improving healthcare delivery systems has been noticed regarding the quality improvement of patient care (8). One such initiative of the Government of India is the National Quality Assurance Standards (NQAS) certification program which has the objective of improving the quality of healthcare delivery across the country by making various changes necessary across the health care institutions. NQAS is not mandatory, it entails the assessment of the services in health facilities against the specified benchmarks covering different aspects of service delivery including patient outcomes, staff handling of resources, and business processes. Centers that meet these standards are recognized with an NQAS

certification as a reflection of their dedication to delivering quality health services (9).

Ayushman Arogya Mandirs in the Surguja district of the Indian state of Chhattisgarh are increasingly getting NQAS accredited. Nevertheless, not much study has been done to explore the opinions of CHOs working in the accredited structures (9). Questionnaires and certificates into their levels of job satisfaction and perceived benefits of NQAS certification are important to assess the impact of the program and explain where improvements can be made.

This study aims to fill this research gap by assessing job satisfaction and perceived benefits of NQAS certification among the chosen CHOs of Ayushman Arogya Mandirs based in the Surguja district of Chhattisgarh but accredited to NQAS. It is, therefore, the objective of this research to add significant insights into the existing knowledge base surrounding healthcare quality improvement endeavors in India specifically within the frame of reference of NQAS standards through identifying and analyzing the perceptions of key implementers in this expansive subject area.

Overview of NQAS

The NQAS standards have been developed based on global best practices, focusing on evidence-based, user-friendly, and measurable systems. This program emphasizes the importance of maintaining high standards in public health facilities (PHFs) across India. NQAS has Quality Standards as its main pillars. These standards are designed to cater to different levels of facilities and are categorized into eight Areas of Concern. Each standard consists of specific Measurable Elements. To ensure compliance with these standards, department-specific Checkpoints are implemented and assessed in each department of a health facility. The Checkpoints for a department are aggregated to form a comprehensive assessment tool called a “Checklist”. When filled in or scored, the Checklist generates scorecards that provide an overview of the facility’s performance in meeting the defined quality

standards. The relationship between different elements of NQAS has been displayed in Figure 1.1. The number of components is different for different healthcare facilities based on their scope of services as represented in Table 1.1.

Table 1.1: Components of NQAS for various levels of health facilities

Component	DH	CHC	PHC	UPHC
Areas of Concern	8	8	8	8
Standards	74	65	50	35
Measurable Elements	362	297	250	200
Checklists	19	12	6	12

Source: Operational Guidelines for Improving Quality in Public Healthcare Facilities, NHSRC (5).

CHAPTER 2: REVIEW OF LITERATURE

Table 2.1 Overview of reviewed papers

S. No	Author and Study Year	Methodology and Sampling Technique	Salient Features
1.	Anand T, Kaur G, Gupta K, Thapliyal S, Lal P. (2022) (10)	Cross-sectional survey design Non-probability sampling	The study examines job satisfaction among medical officers in Delhi's public health sector. The authors highlight the importance of job satisfaction in ensuring quality healthcare and system efficiency. Consistent with previous research, the findings reveal a significant proportion of dissatisfied medical officers due to inadequate salaries and excessive workloads. The study contributes to the limited literature on job satisfaction among Indian public health professionals, emphasizing the need for improved human resource policies and working conditions.
2.	Yadav, Bajrang & Shree, Gangishetty. (2024) (11)	Descriptive Study Random Sampling	The study examines job satisfaction among healthcare professionals in renowned Indian hospitals, including AIIMS Jodhpur, Apollo Hospitals Jaipur, and Manipal Hospitals Jaipur. It investigates factors such as workload, compensation, work environment, leadership, and career development opportunities. The research aligns with previous studies, exploring the link between organizational culture aspects

			like communication, teamwork, and recognition practices with employee attitudes. The study aims to provide insights into enhancing job satisfaction and contributing to improved employee well-being, organizational performance, and patient care standards in India's healthcare sector.
3.	Wani, Ermeen & Mansoor, Suhail & Iqbal, Malik & Jehangir, Majid. (2024) (12)	Cross-sectional survey design	This study examines the impact of National Quality Assurance Standards (NQAS) on healthcare employees' knowledge, attitudes, and practices in a peripheral institute. The research involved 70 healthcare employees and found significant improvements post-NQAS implementation. The study emphasizes the importance of quality standards in healthcare and suggests that NQAS accreditation can enhance employee knowledge and practices, leading to better patient outcomes.
5.	Javeed A. Golandaj, and K.G. Kallihal (2020) (9)	Cross-sectional survey design Purposive sampling	This study assesses how Indian Healthcare staff perceptions and quality are influenced by accreditation under NQAS. The results show significant improvements in perceived quality of care, teamwork, and productivity post-NQAS accreditation. The study emphasizes the importance of NQAS accreditation in enhancing healthcare quality and employee satisfaction.
6.	Hussein, M.,	Meta-analyses	Research findings indicate that healthcare

	Pavlova, M., Ghalwash, M. (2021) (13)	guidelines (PRISMA)	facilities undergoing accreditation experience several benefits. These include enhancements in safety protocols, improved performance metrics, increased operational efficiency, and reduced duration of patient hospitalization. The accreditation process appears to contribute positively to various aspects of hospital operations and patient care outcomes. It stimulates performance improvement and patient safety. The study recommends that accreditation should be seen as one element that complements other improvement strategies, and efforts to incentivize and modernize accreditation.
7.	Sajni B. Nair (2020) (14)	Purposive Sampling	The study identified intrinsic and extrinsic factors that influenced NQAS accreditation. The intrinsic factors included services, teamwork and leadership, staff attitude and satisfaction, staff competency and training, functional coordination, documentation, and resource availability. These factors were found to be modifiable, and facilities that successfully modified them achieved certification. The intrinsic factors were the participation of local self-government departments (LSGD), involvement of NGOs, community support, and the geographical location of the facility. The absence of any of these factors in the three domains was identified as a potential

			barrier to accreditation.
8.	Alexander C, Tschannen D, Argetsinger D, Hakim H, Milner KA. (2022) (15)	Descriptive Qualitative Design Purposive Sampling	A recent qualitative study explored factors affecting frontline nurses' engagement in quality improvement (QI). Researchers found that leadership influence on QI culture facilitated participation, while organizational hierarchy, lack of fair practices, and insufficient resources hindered it. The study underlined how crucial it is to promote a culture and encourage nurse participation in quality improvement.
10.	Khamlub S, Harun-Or- Rashid M, Sarker MA, Hirosawa T, Outavong P, Sakamoto J. (2013) (16)	Cross-sectional survey design Convenient sampling	The study by Senbounsou et al. aimed to assess job satisfaction among healthcare workers in Lao PDR. The researchers found that healthcare workers were generally satisfied with their jobs except for salary.

CHAPTER 3: METHODOLOGY

3.1 Research Aim

Analyzing Job Satisfaction and Perceived Benefits of NQAS Certification among Community Health Officers (CHOs) Working in NQAS Accredited Ayushman Arogya Mandirs (AAMs) of Surguja District in Chhattisgarh.

3.2 Research Questions

1. What is the level of job satisfaction among Community Health Officers (CHOs) in NQAS-certified Ayushman Arogya Mandirs (AAMs)?
2. What are the perceived benefits experienced by CHOs working in these NQAS-certified facilities?
3. What key factors influence job satisfaction among CHOs in Ayushman Arogya Mandirs (AAMs)?

3.3 Objectives

1. To assess the job satisfaction and perceived benefits experienced by Community health officers in NQAS-certified Ayushman Arogya Mandirs (AAMs).
2. To identify the key factors influencing job satisfaction among CHOs within these healthcare facilities.

Material And Methods:

Study Design: Cross-sectional Study

Study Area: AAMs of Sarguja District, Chhattisgarh (NQAS Certified).

Study Population: 40 CHOs.

Inclusion criteria: CHOs employed in Sarguja District, Chhattisgarh, AAMs with NQAS certification.

Exclusion criteria: CHOs working at non-certified AAMs within Sarguja District, Chhattisgarh.

Study Tools: Structured questionnaires and telephonic interviews.

Duration Of Study: 3 Months (18th March 2024 to 12th June 2024)

Sampling Technique: Convenient Sampling

Data Collection- The data was collected through telephonic interviews and structured questionnaires.

Ethical considerations:

- Regarding the administrative approvals for conducting this study, permission was sought and obtained from the NCD Cell of Sarguja District, Chhattisgarh to align with the place-specific legal proceedings and guidelines.
- All subjects assented to the study and hence, comprehensively understand the general and specific purpose of the research, techniques, and any advantages or disadvantages of participating in the study.

CHAPTER 4: RESULTS

Table 4.1 Gender Distribution of Respondents

GENDER	FREQUENCY	PERCENT
Male	8	20.00%
Female	32	80.00%
Total	40	100.00%

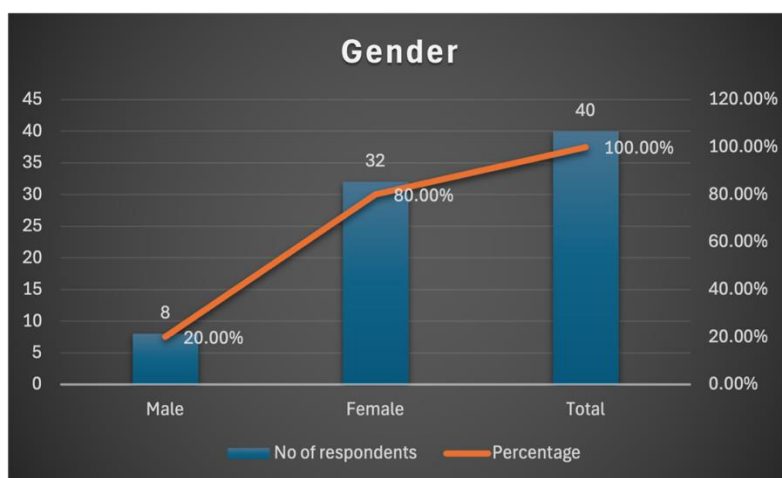


Fig 4.1

With women making up 80% of the workforce, the data reveals a significant gender gap among CHOs. This difference could be because of the regional recruitment patterns or other trends in the health sector.

Table 4.2 Age Distribution of the Respondents

AGE	FREQUENCY	PERCENT
21-30	13	32.50%
31-40	27	67.50%
41+	0	0
Total	40	100.00%

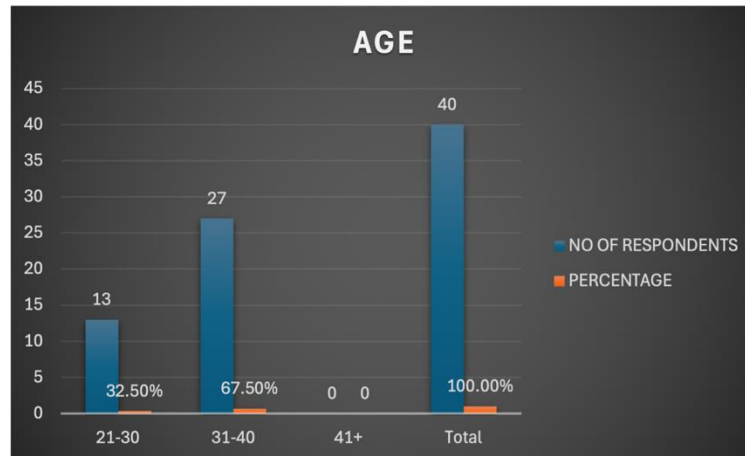


Fig 4.2

Many CHO are in their early to middle years, with two-thirds of them in the range 31-40 and the remaining in the range of 21-30 age.

Table 4.3 Years of Experience

YEARS OF EXPERIENCE	Number	PERCENT
1-5yrs	21	52.50%
06-10yrs	15	37.50%
11+	4	10.00%
Total	40	100.00%

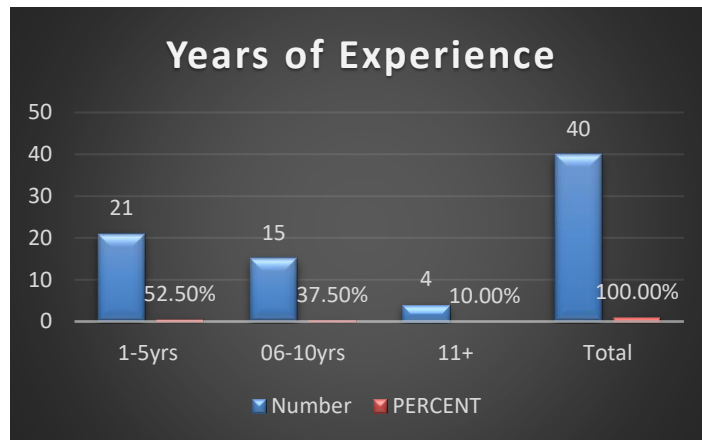


Fig 4.3

The data reveals a workforce skewed towards early and mid-career professionals. Most have 1-5 years of experience (52.50%), followed by those with 6-10 years (37.50%). Only 10% are highly experienced with 11+ years. This suggests a field potentially growing or attracting new talent while retaining some veteran expertise.

Table 4.4 Level of Job Satisfaction

OVERALL JOB SATISFACTION	FREQUENCY	PERCENT
Very satisfied	7	17.50%
Satisfied	22	55%
Neutral	11	27.50%
Total	40	100.00%



Fig 4.4

Nearly three-quarters of CHOs report positive job satisfaction, with over half being satisfied and a smaller portion very satisfied. The remaining quarter expresses neutral feelings, indicating generally favorable but not universal contentment in the role.

Table 4.5 Satisfaction with Work Environment

WORK ENVIRONMENT SATISFACTION	FREQUENCY	PERCENT
Very satisfied	7	18%
Satisfied	21	53%
Neutral	12	30%
Total	40	100%

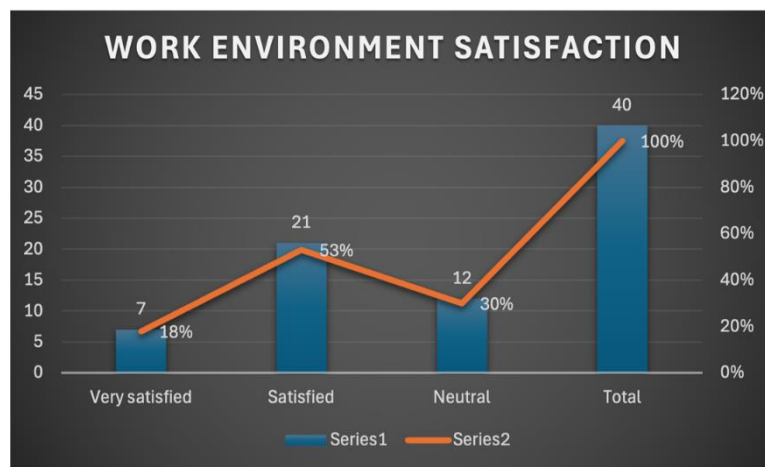


Fig 4.5

The work environment is viewed favorably by most CHOs, with 53% expressing satisfaction. However, a notable 30% remain neutral, suggesting room for improvement in certain aspects of the workplace.

Table 4.6 Satisfaction with Perceived Benefits of NQAS

BENEFITS OF NQAS	FREQUENCY	PERCENT
Very satisfied	11	28%
Satisfied	20	50%
Neutral	9	23%
Total	40	100%

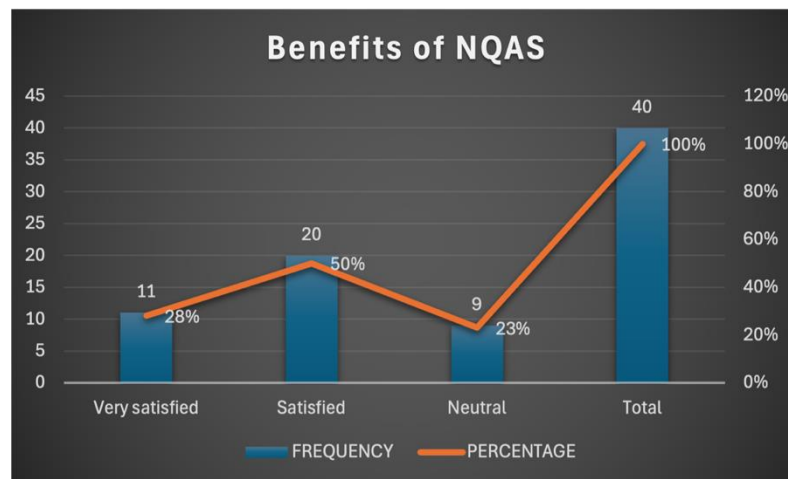


Fig 4.6

The National Quality Assurance Standards (NQAS) are well-received, with 50% of CHOs satisfied with its benefits. This approval rate indicates that the NQAS is perceived as a valuable framework in their work.

Table 4.7 Satisfaction with Patient Care Quality

PATIENT CARE QUALITY SATISFACTION	FREQUENCY	PERCENT
Very satisfied	11	28
Satisfied	24	60
Neutral	5	13
Total	40	100

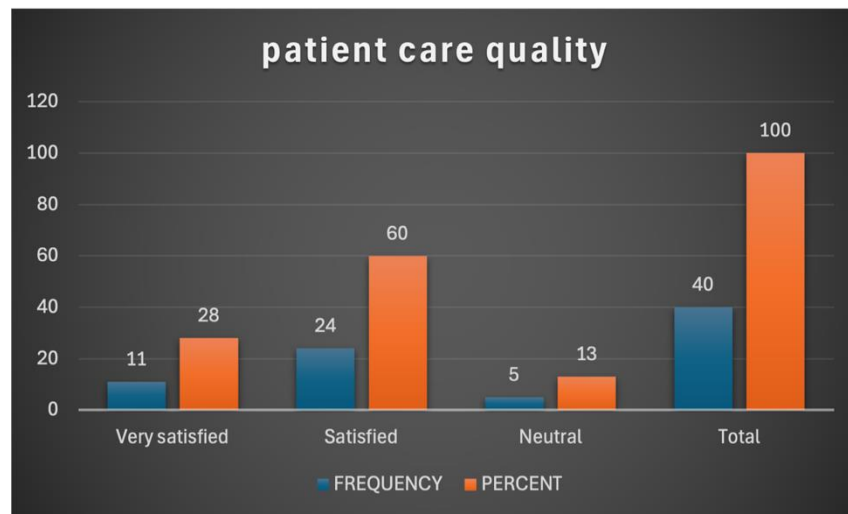


Fig 4.7

An overwhelming 60% of CHOs feel positive about the quality of care they provide, reflecting a strong sense of professional pride and efficacy in their patient interactions.

Table 4.8 Satisfaction with Workload

WORKLOAD SATISFACTION	FREQUENCY	PERCENT
Satisfied	28	70
Neutral	10	25
Dissatisfied	2	5
Total	40	100

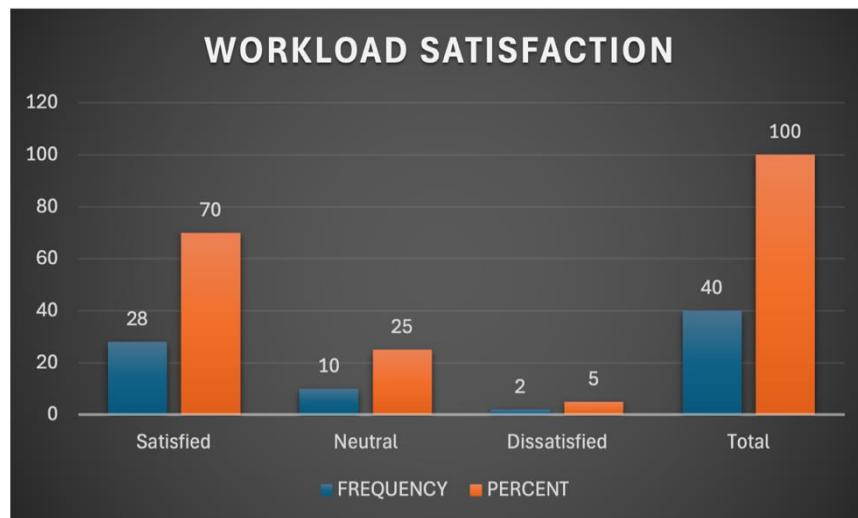


Fig 4.8

While 70% of CHOs are satisfied with their workload, a quarter remain neutral, and a small fraction express dissatisfaction. This suggests that workload management is generally effective but may benefit from some adjustments.

Table 4.9 Satisfaction with Professional Development

PROFESSIONAL DEVELOPMENT SATISFACTION	FREQUENCY	PERCENT
Very satisfied	8	20
Satisfied	29	73
Neutral	3	8
Total	40	100



Fig 4.9

The satisfaction rate (73%) with professional development opportunities indicates strong support for career growth and skill enhancement within the organization.

Table 4.10 Satisfaction with Recognition & Rewards

RECOGNITION & REWARDS	FREQUENCY	PERCENT
Very satisfied	10	25
Satisfied	26	65
Neutral	4	10
Total	40	100

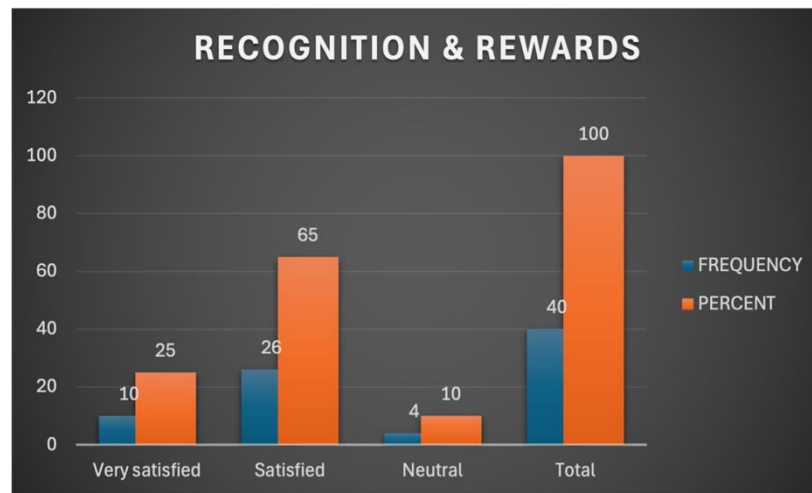


Fig 4.10

With 65% of CHOs feeling positive about recognition and rewards, the data suggests effective motivational strategies are in place, contributing to job satisfaction and engagement.

Table 4.11 Satisfaction with Leadership & Management

LEADERSHIP&MANAGEMENT	FREQUENCY	PERCENT
Very satisfied	16	40%
Satisfied	24	60%
Total	40	100



Fig 4.11

The unanimous positive response to leadership and management is remarkable, indicating strong trust and approval of the organizational hierarchy and decision-making processes.

Table 4.12 Satisfaction with Organizational Culture

ORGANIZATIONAL CULTURE	FREQUENCY	PERCENT
Very satisfied	10	25.00%
Satisfied	28	70.00%
Neutral	2	5.00%
Total	40	100.00%

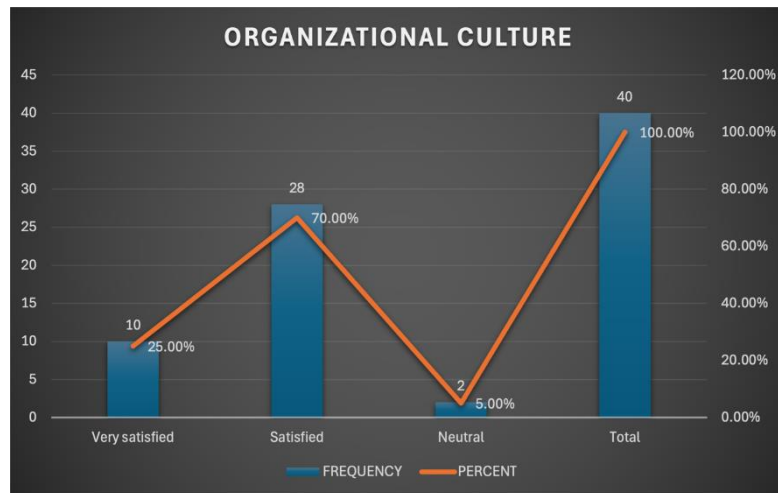


Fig 4.12

The overwhelmingly positive view of organizational culture (70% satisfied) suggests a well-aligned workforce that identifies with and appreciates the values and practices of their institution.

Table 4.13 Satisfaction with Work-Life Balance

WORK-LIFE BALANCE	FREQUENCY	PERCENT
Very satisfied	8	20%
Satisfied	23	58%
Neutral	9	23%
Total	40	100%

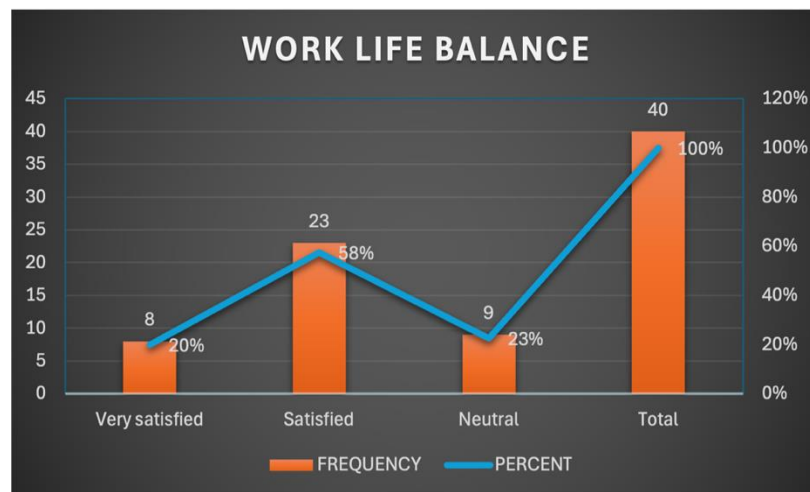


Fig 4.13

While a majority (58%) are satisfied with their work-life balance, nearly a quarter remain neutral. This means that rules are generally effective, but it also highlights the likelihood of improving guidance for personal as well as professional guidelines.

CHAPTER 5: DISCUSSION

In the present study on the Ayushman Arogya Mandirs comprising the CHOs in the Sarguja District of Chhattisgarh, several interesting questions related to the demography of the CHOs and their level of satisfaction with their jobs have been examined along with their experiences about the implementation of the NQAS certification program for the Mandirs. The extraordinarily female and comparatively young staff profile with most CHOs having below 10 years' experience could mean a profession in transition possibly due to recent policy alterations or program adoption. An overwhelming average job satisfaction score depicting positive sentiments on nearly all nine aspects of their job was found: job environment, patient care quality, professional growth, and organizational culture. Such widespread satisfaction points to good practice as well as the organizational working environment.

The obtained NQAS certification becomes the main positive factor, as the majority of CHOs reported their satisfaction with the benefits. From the qualitative data, significant gains in the areas of facilities management, medical care delivery, and service delivery are overwhelmingly evident after taking to NQAS. Such innovations include improving the quality of the care that patients receive, efficiency in the health services delivery, documentation means, and decreased patient wait time. Notably, the certification process has been observed to have raised staff morale and pride after the CHOs reported higher confidence and a sense of accomplishment in their capacity.

Despite the generally encouraging scenario, some aspects should be looked at given optimization, including the aspect of working load and work/leisure ratio. These aspects could be focused more on improving the satisfaction level in the jobs. Altogether, the research proved the hypothesis that the NQAS certification, if properly conducted, improves both the quality of health care and staff satisfaction in the facilities of the researched country for most measured aspects. However, future papers could continue to monitor workload and work-life balance issues to maintain and even enhance these beneficial outcomes.

CHAPTER 6: CONCLUSION

The findings of this research are beneficial in understanding job satisfaction levels and perceived benefits of NQAS certification among the CHOs working in the accredited AAMs located in Surguja District, Chhattisgarh. Therefore, the study presents an overall positive attitude towards NQAS certification and the effectiveness of its contribution to healthcare management.

Findings include:

1. The level of job satisfaction among CHOs is 55%, showing they are satisfied. This suggests that various improvements need to be made.
2. The perceived benefits of NQAS certification are 50%, indicating that the CHOs are satisfied and 28% are highly satisfied with the NQAS certification.
3. Overall, the quality of patient care is considered positive and 60% of the CHOs are satisfied. This supports the notion that NQAS certification could be linked to patients' gains in care accomplishment.
4. Satisfaction with professional development is well appreciated and is reported at 73%. This implies that NQAS certification may promote ongoing learning and skill enhancement.
5. Leadership and management receive unanimous positive feedback, indicating strong organizational support for quality improvement initiatives.
6. While workload satisfaction is generally positive (70%), there is room for improvement in this area.

These results suggest that NQAS certification is associated with positive outcomes in terms of job satisfaction, perceived healthcare quality, and organizational effectiveness. However, areas such as workload management may require further attention.

The study's findings can inform policymakers and healthcare administrators about the potential benefits of quality assurance programs like NQAS. Future research could explore the long-term impacts of certification and investigate ways to address remaining challenges in healthcare delivery.

CHAPTER 7: RECOMMENDATIONS

1. Optimize workload distribution and staffing levels to address workload concerns.
2. Maintain and expand quality improvement initiatives based on NQAS standards.
3. Enhance professional development programs and create structured career pathways for CHOs.
4. Improve work-life balance policies and implement wellness programs.
5. Create platforms for knowledge sharing among CHOs about NQAS implementation.
6. Strengthen community engagement in quality improvement processes.
7. Develop structured reward systems tied to quality improvement achievements.
8. Integrate technology to streamline workflows and reduce administrative burden.
9. Conduct longitudinal studies to track changes in job satisfaction over time.
10. Perform comparative analysis with non-certified NQAS facilities.
11. Invest in leadership development programs to maintain management quality.
12. Design age and experience-specific interventions to address the needs of the young workforce.

These targeted recommendations aim to build on the positive impacts of NQAS certification while addressing identified challenges, ultimately improving healthcare quality and CHO job satisfaction.

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ANNEXURE

STUDY TOOL

1. Demographic Information:

- a) What is your age?
- b) What is your gender?
 - Male,
 - Female

2. Overall Job Satisfaction:

How satisfied are you with your overall job satisfaction?

- 1. Very Dissatisfied
- 2. Dissatisfied
- 3. Neutral
- 4. Satisfied
- 5. Very satisfied

3. Work Environment:

How satisfied are you with your current work environment?

- 6. Very Dissatisfied
- 7. Dissatisfied
- 8. Neutral
- 9. Satisfied
- 10. Very satisfied

4. NQAS Benefits:

How satisfied are you with the perceived benefits of NQAS certification?

- 1. Very Dissatisfied

2. Dissatisfied
3. Neutral
4. Satisfied
5. Very satisfied

5. Patient Care Quality:

How satisfied are you with the quality of patient care you're able to provide?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very satisfied

6. Workload:

How satisfied are you with your current workload?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very satisfied

7. Professional Development:

How satisfied are you with the professional development opportunities available to you?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very satisfied

8. Recognition & Rewards:

How satisfied are you with the recognition and rewards you receive for your work?

1. Very Dissatisfied

2. Dissatisfied
3. Neutral
4. Satisfied
5. Very satisfied

9. Leadership & Management:

How satisfied are you with the leadership and management in your organization?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very satisfied

10. Organizational Culture:

How satisfied are you with the organizational culture in your workplace?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very satisfied

11. Work-Life Balance:

How satisfied are you with your current work-life balance?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very satisfied

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