

Mental Toughness and Job Performance: The Mediating Role of Job Satisfaction Among Frontline Healthcare Workers

Faryal^{1*}, Dr. Irum Naqvi²

ABSTRACT

The present research was conducted to determine the relationship between mental toughness, job satisfaction and job performance among frontline healthcare workers. Group differences were also investigated across demographics in relation to study variables. A purposive sample (N=400) of frontline healthcare workers including Doctors (n = 254), Nurses (n= 90) and Paramedical staff (n= 56) having age range of 22 to 47 years. The sample was selected from private and public hospitals located in Peshawar, Islamabad/ Rawalpindi, Multan and Charsadda. Measures of Job Performance Scale (Wright et al., 1995), Job Satisfaction Scale (War et al., 1979), Mental Toughness Questionnaire (Clough et al., 2002) were used to assess job performance, job satisfaction, mental toughness respectively. Data was analyzed by using SPSS 23 and AMOS 22. The findings of this study showed that job satisfaction is positively correlated with job performance and mental toughness. Findings indicated that job satisfaction acts as a mediator between mental toughness and job performance. The results further revealed that the extrinsic job satisfaction of female frontline healthcare worker was shown to be greater than that of male counterparts. Furthermore, significant differences were found in job performance, mental toughness, and job satisfaction across designation and area of specialty. The study contributed to the literature by examining the impact of job satisfaction and mental toughness on job performance and provided practical and theoretical implications for the establishment of better organizational settings specifically healthcare settings.

Keywords: Job Performance, Mental Toughness, Job Satisfaction

Frontline healthcare workers constitute an important pillar of the healthcare system. Health care delivery that is efficient and of high quality is made possible by this pillar's stability. For millions of patients, frontline health workers are their first and frequently sole point of contact with the healthcare system. They provide a variety of life-saving treatments to stave off disease, death, and disability. Many of them are midwives and community health workers, but they can also be local pharmacists, nurses, and doctors who work in health centers close to the needy (World Health Organization, 2019). With considerable fanfare, the World Health Organization has voiced its worries to top healthcare management and providers about the inadequate quality of healthcare services and these

¹MPhil Psychology National Institute of Psychology, Quaid-i-Azam University, Islamabad

²Assistant Professor National Institute of Psychology, Quaid-i-Azam University, Islamabad

*Corresponding Author

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issues have garnered a lot of media attention (WHO, 2020). There is a requirement for a suitable staff of frontline healthcare workers due to the increase in average life span and the prevalence of serious condition survivors. (Yu et al., 2020). Due to the increasing competition brought about by the employment of thousands of individuals in these field, healthcare firms are now very interested in the performance of healthcare workers (e.g., physicians, nurses, paramedical, and supplemental supporting personnel). Employees are an organization's most valuable resource out of all the resources it possesses (Sulaiman et al., 2013). Every organization is evaluated for its performance and ability to provide services (Busari et al., 2017).

Most commonly, the ability of a person to perform their job well is termed "job performance" (Shooshtarian et al., 2013).

One of the most significant dependent variables, job performance has been the subject of extensive study for more than a decade. Employee job performance is one of the most important characteristics that are necessary to achieve organizational performance (Kappagoda et al., 2014). Compared to other professions, the job of healthcare professionals is more important since it affects not only the health of the professionals themselves but also the society, the people they serve, and their own well-being (Victoroff et al., 2013). Due to intense work demands, frontline healthcare workers in particular experience higher levels of stress while doing their jobs than the overall working population (Scheepers et al., 2015). Frontline healthcare professionals may experience extreme stress due to the demands of the healthcare organization, which include high expectations, time restraints, a lack of social support, and the feeling that they cannot address patient suffering. This stress can have negative effects on their health and performance as well as their job satisfaction, workforce consistency, retention, workplace wellness, and clinical outcomes (Van Bogaert et al., 2013).

Generally, healthcare providers in Pakistan are overburdened with a horde of patients coming in every day. Employee performance at work is significantly improved by job satisfaction (Inayat & Khan, 2021). The employee's feelings about his or her job, both positive and negative, are referred to as job satisfaction. It's also known as the degree of satisfaction derived from one's employment (Singh et al., 2013). Better employee morale, productivity, and job performance are linked to satisfied employees who are less inclined to miss work or decide to quit (Park & Kim, 2009). Therefore, there should be a lot of concern about frontline healthcare employees' job satisfaction since various studies have revealed that job satisfaction affects how well they perform their jobs.

Recent trends in literature towards 'positive psychology' introduced the concept of mental toughness. Organizations usually focus on performance, and mental toughness is a trait that is crucial to quantify in performance-related domains. Mental toughness is one of the protective factors that cushion against stress, anxiety and depression. It is one frequently studied construct that has been related with positive consequences across different settings (sports, educational, occupational and health settings) is mental toughness (Mojtahedi et al., 2021). Moreover, the study also explained that Employees who higher levels of mental toughness had reported feeling less stressed and were better able to handle the demands or obstacles in their lives, which was linked to higher levels of performance (Gucciardi et al., 2015). Research (Aslam et al., 2021) reported that mental toughness in doctors and found that doctors perform immensely stressful duties and face many problems.

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Job Performance, Job Satisfaction, and Mental Toughness Among Frontline Healthcare Workers

Empirical Evidences

Several empirical studies have been conducted to give direct and indirect proof supporting the association between job performance, job satisfaction, and mental toughness.

There is a widespread belief that workers' effective and efficient work is the key to an organization's overall productivity and success (Green, 2016) and that job satisfaction is the key to higher performance. In order to achieve the goal of improving performance, it is important to offer staff opportunities for promotion, including adjustments to salary, involvement in decision-making, and programs aimed at strengthening organizational commitment (Feinstein & Vondrasek, 2001). The findings of the study conducted by Inayat and Khan (2021) reported that there is a strong association between job satisfaction and job performance among Peshawar private employees.

The medical profession is regarded to be the most demanding. It is well observed that doctors work extremely stressful occupations, such as extended duty hours, shift duties, and so forth which can be emotionally exhausting for them and influence their job performance (Lovibond & Lovibond, 1995). As a result, it is critical to not only evaluate but also promote some positive attributes, such as mental toughness, that can improve their job performance and protect them from mental disorders (Meggs & Chen, 2018). Gucciardi et al. (2015) discovered a positive association between mental toughness and supervisory judgments of work performance by employees, the data also revealed that increased mental toughness was associated with improved work performance.

According to Gucciardi et al. (2015), lower mental toughness is represented in inferior cognitive, motivational, and behavioral mechanisms to resist organizational pressures, resulting in job burnout, low job satisfaction, and higher job-related accidents. Previous study on the model reveals that increased job expectations, little job control, and a lack of social support are all detrimental to a number of outcomes. For instance, more responsibilities at work are correlated with worse employee wellbeing and job satisfaction (Brough & Pears, 2004).

The Mediating role of Job Satisfaction

The mediating effect of job satisfaction between mental toughness and job performance has been studied in numerous previous studies. A study conducted by (Cho & Kim, 2022) found that in the correlation between nurses' grit and nursing job performance at a regional general hospital, a partial mediating influence of job satisfaction enhanced nursing job performance. Muse and Stamper's (2007) research confirms this finding.

Rationale

The work of healthcare professionals is more crucial compared to other professions as it impacts the health and well-being of society and the people who are being served, as well as the health of the professionals who serve (Victoroff & Boyatzis, 2013). Hence, it was necessary to explore the psychological predictors of job performance which can impact the quality of work in hospital settings. The present research is aimed at exploring psychosocial determinants of job performance among frontline healthcare workers in Pakistan. Predictors included both psychological and social determinants. Job satisfaction and mental toughness were identified as psychological determinants. However, several types of research have been

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carried out on predictors of job performance (Ashraf et al., 2015; Campbell, 1990; Borman & Motowidlo, 1997; Shafiq 2014; Sarwar et al., 2017) in Western countries and even in Pakistan. But these studies focused on job performance (Ashraf et al., 2015; Campbell, 1990; Borman & Motowidlo, 1997; Shafiq 2014) and job satisfaction (Inayat & Khan, 2021; Platis et al., 2015).

The present study filled the gap by focusing on the role of mental toughness and its relationship with job satisfaction and job performance. Furthermore, the mediating role of job satisfaction is also explored. The objective of the present study was to see the relationship between mental toughness, job satisfaction, and job performance. Moreover, the objective of the study was to see the mediating role of job satisfaction between mental toughness and job performance.

Hypotheses

- Job performance is positively related to job satisfaction and mental toughness among frontline healthcare workers.
- Mental toughness is positively related to job performance and job satisfaction among frontline healthcare workers.
- Job satisfaction is positively related to job performance and learned resourcefulness among frontline healthcare workers.
- Job satisfaction acts as a mediator between mental toughness and job performance among frontline healthcare workers.
- Age is positively related to job performance, mental toughness, and job satisfaction among frontline healthcare workers.

METHOD

Sample

Purposive convenient sampling was used to collect the sample. The study's main sample consisted of 254 doctors, 90 nurses, and 56 paramedical workers. 54.5% were drawn from Peshawar's public and private hospitals (n = 218), followed by Rawalpindi (n = 52), Islamabad (n = 63), Multan (n = 19), and Charsadda (n = 48). Males made up 56% of the sample (n = 224), while females made up 44% (n = 176). The frontline health care workers ranged in age from 22 to 47 (M = 33.1; SD = 8.06). Frontline healthcare workers with various demographics, including age, gender, marital status, number of children, occupation, type of hospital, area of specialization, employment status, job experience, monthly income, family income, work position, work settings, work hours, frequency of dealing with critical patients, and work shifts, are encountered by frontline healthcare workers.

Inclusion Criteria

Frontline healthcare workers who are directly involved in patient care. Those having at least six months of experience in the current job. Healthcare workers whose work schedule includes at least 8 hours per week in the hospital.

Exclusion Criteria

Less than six months of experience is required for frontline healthcare workers. Front-line healthcare workers who were on leave of absence, based in the community, or working from home. Healthcare workers having no direct interaction with the patients' e.g. Those in healthcare administration, management roles or in any specialized field.

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Instruments

Three measures were used in this study.

- 1. Job Performance Scale (JPS):** The job performance of the participants was evaluated using a job performance measure developed by Wright et al. (1995). Eight items make up the scale. A five-point Likert scale is used, with the following scoring options: 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. No items have been scored in reverse. The scale includes a supervisor or immediate supervisor rating scale in addition to the employee rating (self-rating). A minimum score of 8 and a maximum score of 40 are available on the scale. The job performance (self-rating and supervisor rating) scales' alpha reliability, according to Shafique (2008), is .78. A higher score denotes better job performance.
- 2. Job Satisfaction Scale (JSS):** The job satisfaction scale (Warr et al., 1979) was used to assess the degree of job satisfaction. There are two subscales within the scale's 15 items: The intrinsic subscale comprises seven items (2,4,6,8,10,12,14), whereas the extrinsic subscale has eight items (1,3,5,7,9,11,13, and 15). A 7-point Likert scale is used to measure the job satisfaction, with 1 being extremely dissatisfied and 7 representing extremely satisfied. No items have been scored in reverse. High scores indicated higher levels of satisfaction with job on the scale, which ranged from 15 to 105. Good reliability was found for both subscales (intrinsic job satisfaction = .79–.85 and extrinsic job satisfaction = .74–.78 in Warr et al., 1979).
- 3. Mental Toughness Questionnaire (MTQ-18):** Mental toughness questionnaire (MTQ-18) developed by Clough et al. (2002). Mental toughness questionnaire is composed of 18 items measured on 5-point Likert scale with scoring options of 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. Items 2,3,6,8,9,11,12,16,17 are reversely scored. The score ranged from 18 to 90 with higher scores depicting the high level of mental toughness. The Cronbach's Alpha for MTQ-18 is between .87. (Clough et al., 2002).

Procedure with the Ethical Considerations

We received permission from the authors through email. The self-control schedule, job satisfaction scale, job performance scale, and demographic sheet were all included in the booklet. Prior authorization was obtained from relevant hospital administration and authorities in several Pakistani cities in order to conduct this study. Purposive sampling was used to approach the healthcare workers. The intended participants were informed of the study's purpose. In writing, informed consent was obtained from each participant after they were assured that any information they submitted would be kept private, kept secret, and would not be used against them. They were invited to take part in the study with all of their willingness and interest, but they were also told of their right to withdraw from involvement at any moment if they felt uncomfortable or just changed their mind. After that, a copy of the booklet including the demographic sheet and all of the scales was provided to them. They received the proper instruction and direction for any questions. Questionnaires were set up statistically, and results were recorded. At the end, participants were thanked for their time and participation.

RESULTS

To assess the correlation between study variables and demographics, Pearson product moment correlation was computed. Table 1 below shows that job performance (both supervisor and self-ratings) and age have a significant positive relationship. Self-rated job performance and income have a positive correlation. Working hours have a significant

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negative correlation with mental toughness, job satisfaction, and job performance. Job performance and work satisfaction have a strong positive correlation. There is a strong positive correlation between mental toughness and job performance.

Table No. 1 Correlation Between Demographic Variables, Job performance, Mental Toughness, and Job Satisfaction (N=400)

S. N	V	1	2	3	4	5	6	10	11	12	17	18	19
1	Age	-											
2	No of Child	.72**	-										
3	Work Hours	-.07	-.13**	-									
4	Job Exp	.66**	.51**	-.14**	-								
5	Monthly Income	.46**	.14**	.22**	.14**	-							
6	Family Income	-.01	-.001	-.05	-.02	.06	-						
10	JPSLR	.13*	.13*	-.13**	.13*	-.07	.05	-					
11	JPS	.12*	.02	.08	.07	.08	-.03	.25**	-				
12	MT	.09*	.06	-.02	.02	-.04	-.01	.18**	.17**	-			
17	JSS	.11*	.15*	-.23**	.14**	-.09	.06	.37**	.16**	.16**	-		
18	EJS	.10*	.15**	-.26**	.14**	-.11*	.05	.37**	.16**	.12*	.95**	-	
19	IJS	.11*	.14**	-.17**	.12*	-.06	.06	.34**	.15**	.17**	.94**	.80**	-

Note: JPSLR=Job performance self-rating, JPS= Job Performance Supervisor-rating, MT= Mental Toughness, JSS= Job Satisfaction; EJS=Extrinsic Job Satisfaction, IJS=Intrinsic Job Satisfaction, ** $p < .01$, * $p < .05$.

The mediating role of job satisfaction was analyzed with Process Hayes Macro.

Table No. 2 Role of Job Satisfaction as a Mediator Between Mental Toughness and Job Performance Among Frontline Healthcare Workers (N= 400)

Models	R ²	F	B	95% CI		p
				LL	UL	
Models without mediator						
Total effect – MT → JP (c)			.11	.05	.16	.00
	.04	14.31				
Model with mediator						
MT → JSS (Med) (a)			.38	.14	.62	.00
	.02	9.82				
JSS → JP (b)			.08	.06	.11	.00
Direct Effect- MT → JP (c')			.03	.01	.05	.00
	.16	36.61				
Indirect Effect JSS (a×b) c-c'			.02	.01	.03	.00

Note. MT= Mental Toughness (Predictor), JSS= Job Satisfaction (Mediator), JP= Job performance (Outcome), Path a= effect of IV on mediator, Path b= effect of mediator on DV, Path c = total effect without mediator, Path c'= direct effect including mediator, c-c'= Indirect effect, CI= Confidence Interval; *** $p < .001$ ** $p < .01$ * $p < .05$

Table no 2 indicates that mental toughness predicts job performance and this relationship is partially mediated by job satisfaction. The coefficient of direct effect (B .03, $p < .05$) is less than the total effect (B= .11, $p < .05$) which means that job satisfaction explains the relationship between mental toughness and job performance. Direct effect coefficient if reduced to zero suggests perfect mediation, for this result in the present case for path c'= .03 (see Figure 1) is reduced significantly confirming it as a partial mediation because the p-value is significant which is an indication that mediation is taking place but it is partial.

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Figure No. 1 Mediating role of Job Satisfaction Between Mental Toughness and Job Performance.

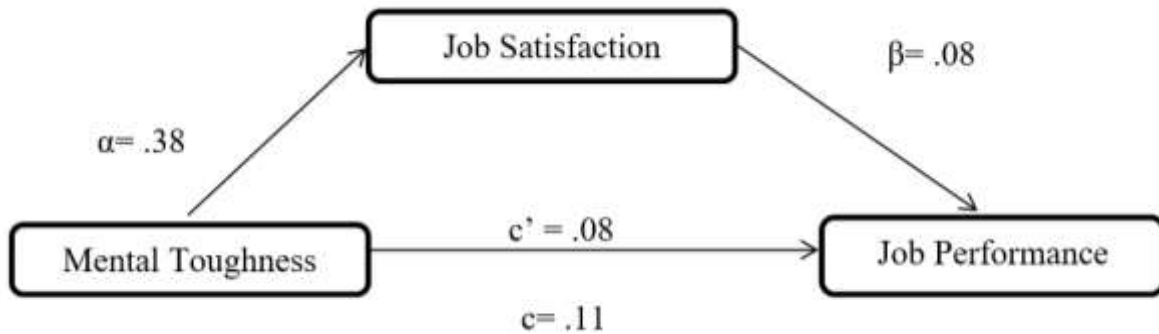


Figure no 1 showed that the value of c' is smaller .08 than the value of $c = .11$ which is a sign that mediation is taking place. It is shown in the figure that job satisfaction plays a mediating role between learned resourcefulness and job performance among frontline healthcare workers.

Independent sample t-tests and ANOVA were computed to find the role of variables such as gender and designation of frontline healthcare workers.

Table 3 showed that frontline healthcare workers varied in their answers to study variables according to gender. Extrinsic job satisfaction was higher for women ($M=37.73$, $SD=8.47$) than for men ($M=36.00$, $SD= 9.32$), according to the results. A small effect size was shown by the Cohen's d value of .20 ($<.05$). The results indicated that there were no significant differences in the mean scores of mental toughness, job performance, or job satisfaction.

Table No. 3 Gender Differences on Study Variables (N=400)

Variables	Male (n=224)		Female (n = 176)		t (398)	p	95% CI		Cohen's d
	M	SD	M	SD			LL	UL	
JPSR	29.72	4.02	29.69	4.10	.08	.93	-.77	.84	-
JPS	30.11	3.20	30.11	3.70	-.01	.99	-.682	.678	-
MT	57.87	6.34	56.75	7.12	1.65	.19	-.210	2.45	-
JSS	68.91	17.0	70.53	15.6	-.97	.33	-4.87	1.65	-
EJS	36.00	9.32	37.73	8.47	-1.91	.05	-3.51	.044	.20
IJS	32.91	8.56	32.80	7.91	.14	.88	-1.52	1.76	-

Note. M=Mean, SD=Standard Deviation, CI=Confidence Interval, LL=Lower Limit, UL=Upper Limit, JPSLR=Job performance Self-Rating, JPSR= Job Performance Supervisor, MT= Mental Toughness, JS= Job Satisfaction Scale, EJS=Extrinsic Job Satisfaction Scale, IJS=Intrinsic Job Satisfaction Scale. *** $p<.001$. ** $p<.01$. * $p<.05$.

One-way ANOVA was used to examine the mean differences of designation on study variables, as shown in Table 4. Significant variations are seen in extrinsic and intrinsic work satisfaction, job performance self-rating, and job satisfaction. When compared to physicians and nurses, paramedical workers scored higher on extrinsic and intrinsic job happiness, job performance self-rating, and job satisfaction.

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Table No. 4 Mean, Standard Deviation and One-Way Analysis of Variance on Study Variables Across Designation (N=400)

Variables	Doctors (n = 253)		Nurses (n =90)		Paramedical Staff (n= 56)		F (398)	i>j	η^2	95%CI	
	M	SD	M	SD	M	SD				LL	UL
JPSLR	29.26	3.83	30.12	4.58	31.08	3.83	5.34**	P>N>D	.00	59.24	60.40
JPS	30.33	3.20	29.95	3.58	29.33	4.04	2.07	-	.02	29.31	30.11
MT	57.46	7.20	56.85	5.61	57.83	6.03	4.25	-	.00	56.72	58.04
JSS	67.04	15.56	72.33	17.17	77.07	16.23	10.48***	P>N>D	.00	68.01	71.24
EJS	35.18	8.50	38.73	9.54	40.80	8.47	12.27***	P>N>D	.05	35.87	37.64
IJS	31.86	7.87	33.60	8.59	36.27	8.69	7.06**	P>N>D	.03	32.05	33.68

Note. M=Mean, SD=Standard Deviation, CI=Confidence Interval, LL=Lower Limit, UL=Upper Limit, JPSLR =Job performance Self-Rating, JPS= Job Performance Supervisor, MT= Mental Toughness, JSS= Job Satisfaction Scale, EJS=Extrinsic Job Satisfaction Scale, IJS=Intrinsic Job Satisfaction Scale. *** $p < .001$. ** $p < .01$. * $p < .05$.

Table No. 5 Mean, Standard Deviation and One-Way Analysis of Variance on Study Variables Across Area of Specialty (N=400)

V	Medical (n = 237)		Surgical (n = 82)		Primary care Nurse (n = 39)		F (398)	i>j	η^2	95%CI	
	M	SD	M	SD	M	SD				LL	UL
JPSLR	29.72	3.91	29.80	4.00	29.61	3.46	1.51	-	.01	29.47	30.24
JPS	30.39	3.13	29.92	3.25	28.94	3.72	2.46*	M>S>PN	.03	68.17	71.36
MT	57.13	6.49	58.50	7.33	56.76	5.57	2.83*	S>M>PN	.03	56.86	58.16
JSS	69.98	16.45	67.73	15.06	68.94	17.38	.77	-	.01	68.17	71.36
EJS	37.00	9.14	35.40	8.73	37.35	8.31	.87	-	.01	35.99	37.74
IJS	32.97	8.12	32.33	7.42	31.58	9.72	.81	-	.01	32.09	33.70

Note. M=Mean, SD=Standard Deviation, CI=Confidence Interval, LL=Lower Limit, UL=Upper Limit, JPSLR=Job performance Self-Rating, JPS= Job Performance Supervisor, MT= Mental Toughness, JSS= Job Satisfaction Scale, EJS=Extrinsic Job Satisfaction Scale, IJS=Intrinsic Job Satisfaction Scale. *** $p < .001$. ** $p < .01$. * $p < .05$.

Table No 5 produced one-way ANOVA results to compare mean differences of area of specialty on study variables. The results demonstrated significant differences in job performance supervisor rating and mental toughness. Gabriel's post hoc analysis revealed that frontline healthcare workers with a specialty in the Medical unit scored higher on the job performance supervisor rating scale as compared to those with a specialty in the Surgical and Primary care nurse services unit. Whereas, frontline healthcare workers with a specialty in the Surgical unit scored higher on the mental toughness questionnaire than those specialty in the Medical and Primary care nurses unit.

DISCUSSION

The purpose of the current research was to determine the psychosocial predictors of job performance. Determining diverse demographics and their significance for job performance was another objective. Determining the correlation between research variables and their associations with demographics was one of the study's aims. The correlation matrix's findings indicated that all scales and subscales had well established directional potentials for measuring the relevant variables among front-line healthcare workers. In the second hypothesis of the study, it was proposed that job performance is positively related to job satisfaction and mental toughness. Other studies also supported that job performance is positively correlated with job satisfaction and mental toughness (Gucciardi et al., 2015; Joelle & Coelho, 2019; Platis et al., 2015). The results can be logically interpreted as being

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mentally tough in healthcare settings, making them less vulnerable to compassion fatigue and assisting them to cope better with the challenges of hospital surroundings.

Furthermore, a hypothesis was proposed that there is a positive correlation between age and mental toughness, job satisfaction, and job performance. The findings are consistent with other research showing that job satisfaction and performance are positively correlated with age (Gudeta, 2015; Zaman et al., 2022). Similarly, literature suggested a positive association of job performance with mental toughness (Yildirim et al., 2007). The findings can be explained as when workers grow older, may get more satisfying jobs through seniority and experience in their profession. The older worker may lower their ideals and expectations with possibilities available to them leads to job satisfaction. Similarly, the interpretation of the positive relationship between job performance and mental toughness could be described as experienced frontline healthcare workers have dealt with different critical patients in different work settings which help to attain the attributes of mental toughness.

Mediation analysis was conducted to see the mediating role of job satisfaction. The underlying hypothesis was that job satisfaction acts as a mediator between mental toughness and job performance. Results demonstrated that job satisfaction played the role of mediator between mental toughness and job performance. The results of the mediation analysis showed that mental toughness has a positive relation with job performance which means that frontline healthcare workers who are mentally tough will have better job performance and explain a 12% variance. These findings are parallel with previous studies that reported that healthcare professionals having higher grit and mental toughness have better job performance (Cho & Kim, 2022; Gucciardi et al., 2015). The findings can be logically interpreted as with mental toughness, job satisfaction can be a major factor in enhancing job performance. Frontline healthcare workers, who are satisfied with their jobs, perform their jobs efficiently, increase productivity, and provide quality care.

The role of gender was explored in the present research on study variables. The results of the study indicated that there were no statistically significant differences between both genders when it came to frontline healthcare workers' job performance, mental toughness, job satisfaction, or intrinsic job satisfaction. However, there were some notable differences between frontline healthcare workers who were male and female in terms of their extrinsic job satisfaction. According to Mio et al. (2017), female doctors had higher job satisfaction, specifically higher satisfaction with the working environment, income compared to workload, possibility of promotion, use of personal autonomy, and sense of accomplishment. It seems to reason that females are more satisfied since male and female job traits are valued differently. Further comparison with doctors and nurses revealed that paramedical workers scored better on extrinsic and intrinsic job satisfaction, job performance, secondary traumatic stress, and job satisfaction. These results align with previous research showing lower job satisfaction among physicians compared to nurses and medical technicians (Lu et al., 2016; Starfield & Shi, 2008).

Findings further revealed that those frontline healthcare workers having a specialty in the Medical unit scored higher on job performance supervisor ratings as compared to those with a specialty in Surgical and Primary care nurse services. These results were parallel with previous study revealed that when compared to Obstetrics and Gynecology, the medical department has much higher mean job performance scores. This suggested that medical staff members had a higher mean job performance score than Obstetrics and Gynecology

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department employees by 0.16 (Moradi et al., 2015). On the contrary; frontline healthcare workers having a specialty in the surgical unit scored higher on mental toughness as compared to those with a specialty in the Medical unit and primary care nurse services.

Limitations and Suggestions

There are some limitations which might limit the generalizability and offer some recommendations for more research. Although every attempt was made to incorporate as much as possible into this study, the following inadequacies must be addressed in the future. First of all, the data was collected through self-reported questionnaires, which has limitations of its own, such as social desirability issues. These issues can prevent a true representation of job performance from being presented because of social desirability and under- or over reporting. Second, the fact that the data was obtained from a small number of Pakistani cities may limit how broadly the findings may be applied. Therefore, data from other cities must be gathered for improved generalizability. Lastly, the relationship between mental toughness and job satisfaction has been explored in this study. Future research should take into account the impact of additional factors including commitment, work stress, emotional intelligence, and motivation.

Implications of the study

The current study offered theoretical implications through further investigation of the relationship between job performance, job satisfaction, and mental toughness with the mediating effect of job satisfaction between mental toughness and job performance. The practical significance of the study is to establish preventative measure to promote job satisfaction. The goal of these interventions should be to enhance the factors that contribute to a person's job satisfaction, such as the perception of one's ability to provide effective patient care, positive relationships, respect from superiors, supportive leadership, competitive pay and bonuses, involvement in creating personal work commitments, job security, opportunities for professional growth through training and advancement, autonomy in the workplace, and the development of a holistic approaches. The components of mental toughness can be used by counselors and psychologists in their intervention to enhance the level of job performance of frontline healthcare workers. Additionally, the results indicated that psychological therapies and policies can be developed to work on the level of job satisfaction among frontline healthcare workers.

CONCLUSION

The findings of the present study highlighted the psychosocial predictors of job performance. The psychological predictors explored in the present research were mental toughness and extrinsic job satisfaction. The findings of the study revealed that frontline healthcare workers with high mental toughness and extrinsic job satisfaction showed better job performance. By considering mean differences, there were nonsignificant results for gender differences in job performance, and mental toughness except extrinsic job satisfaction. Job performance, mental toughness, and job satisfaction showed significant results for gender, designation, and area of specialty.

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Conflict of Interest

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