

THE IMPACT OF EMPLOYEE WELL-BEING ON CUSTOMER EXPERIENCE: THE MEDIATING ROLE OF JOB SATISFACTION

HUSSEIN MOHAMAD ALMURAD

Assistant Professor, Business Administration Department, College of Business, Imam Mohammad ibn Saud Islamic University (IMSIU), Riyadh, 11432, KSA. Email: Hmalmurad@imamu.edu.sa

IYAD A. AL-NSOUR*

Full Professor, Public Relations and Marketing Communication Department, College of Media and Communication, Imam Mohammad ibn Saud Islamic University (IMSIU), Riyadh, KSA. * Corresponding Author Email: laalnsour@imamu.edu.sa

Abstract

This study examines the impact of employee well-being on patient experience in private hospitals, with job satisfaction acting as a mediating variable. Grounded in the Job Demands-Resources (JD-R) framework and Social Exchange Theory, the research aims to provide a comprehensive understanding of how internal employee-related factors influence external service outcomes in healthcare settings. A quantitative, cross-sectional research design was employed, collecting data from a diverse sample of healthcare employees and patients in private hospitals in Saudi Arabia. A total of 320 employee responses and 200 patient responses were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results indicate that employee well-being has a significant positive effect on job satisfaction, which in turn significantly enhances patient experience. While employee well-being also demonstrates a direct effect on patient experience, this effect is comparatively weaker than the indirect effect facilitated through job satisfaction. Mediation analysis confirms that job satisfaction partially mediates the relationship between employee well-being and patient experience, suggesting that employee attitudes play a crucial role in translating well-being into service performance. These findings underscore the importance of integrating human resource practices with patient-centered strategies, especially in light of Saudi Arabia's healthcare transformation under Saudi Vision 2030. This study contributes to the literature by presenting an integrated model linking employee well-being, job satisfaction, and patient experience, and it offers practical implications for improving healthcare service quality.

Keywords: Employee Well-being; Job Satisfaction; Patient Experience; Healthcare; PLS-SEM; Saudi Arabia.

1. INTRODUCTION

In recent years, the healthcare sector has experienced a significant transformation, with an increased focus on patient-centered care becoming essential for organizational performance and competitive advantage. Within this framework, patient experience has emerged as a vital outcome variable, reflecting not only the technical quality of care but also the emotional, cognitive, and relational aspects of healthcare delivery (Wolf et al., 2022; Doyle et al., 2023). Private hospitals, in particular, operate in highly competitive environments where providing a superior patient experience is crucial for maintaining reputation, loyalty, and financial stability (Verhoef et al., 2022; Ahmed et al., 2024). Despite significant investments in medical technologies and infrastructure, recent research shows that the human element—specifically employee-related factors—remains

a key driver of how patients perceive and evaluate their care experiences (Berry et al., 2023; Beattie et al., 2022).

Among these factors, employee well-being has gained considerable attention as a multidimensional construct that encompasses psychological, emotional, and physical states influencing employees' functioning and behavior within organizations (Huang & Rust, 2022; Kundi et al., 2023). In healthcare settings, where staff often face high workloads, emotional strain, and time pressure, well-being becomes particularly critical. It affects not only staff retention and performance but also ensures consistent and empathetic patient interactions (West et al., 2023; Alharbi et al., 2022). Empirical evidence suggests that employees who report higher levels of well-being exhibit greater engagement, reduced burnout, and enhanced service-oriented behaviors, all of which are essential in shaping patient perceptions of care quality and overall experience (Bakker & Demerouti, 2023; Montgomery et al., 2023). However, while the direct relationship between employee well-being and organizational outcomes has been extensively examined (Gazi et al., 2024), the influence of employee well-being on patient experience remains insufficiently explored, particularly in developing and rapidly transforming healthcare systems (Alghamdi, 2014).

A key mechanism through which employee well-being is likely to influence patient experience is job satisfaction. Job satisfaction reflects an employee's overall evaluation of their work environment, responsibilities, and organizational support. It has consistently been linked to both attitudinal and behavioral outcomes (Judge et al., 2022; Ali & Anwar, 2023). In healthcare settings, satisfied employees are more likely to exhibit empathy, responsiveness, and commitment when interacting with patients, thereby enhancing perceived care quality and the overall patient experience (Alolayyan et al., 2022; Boamah et al., 2023). Theoretically, this relationship is grounded in Social Exchange Theory, which suggests that employees reciprocate favorable organizational conditions, such as support for well-being, with positive work attitudes and behaviors that benefit the organization and its stakeholders (Cropanzano et al., 2022).

Additionally, the Service-Profit Chain model provides a complementary explanation by linking internal service quality and employee satisfaction to external service value and customer satisfaction, thus highlighting the mediating role of employee-related variables in shaping customer outcomes (Heskett et al., 2022; Kandampully et al., 2023). Despite these theoretical insights, the empirical literature reveals fragmented and inconclusive findings regarding the mediating role of job satisfaction in the relationship between employee well-being and patient experience (Sifa et al., 2025). Some studies have reported significant indirect effects, indicating that well-being enhances service outcomes primarily through its impact on satisfaction (Karatepe et al., 2022; Singh et al., 2023), while others show partial or context-dependent mediation, suggesting the influence of additional intervening variables (Zhang et al., 2023; Lee & Chen, 2024).

Moreover, much of the existing research has been conducted in Western or general service contexts, with limited attention to healthcare systems in the Middle East, where cultural, institutional, and organizational dynamics may differently shape employee

attitudes and patient perceptions (Alsharif et al., 2023; Alqahtani et al., 2024). In the context of Saudi Arabia, the significance of this research is heightened by ongoing healthcare reforms and strategic initiatives aimed at improving service quality and patient satisfaction as part of broader national transformation efforts (Saudi Vision 2030, 2023; Ministry of Health, 2024). Private hospitals are pivotal in this transformation, yet they continue to face persistent challenges related to workforce well-being, job satisfaction, and service delivery consistency (Almutairi et al., 2023; Alzahrani et al., 2024). Understanding how employee well-being translates into improved patient experience through job satisfaction is thus not only of theoretical importance but also crucial for practical application (Alqahtani & Rajkhan, 2023).

2. RESEARCH STATEMENT

Despite the growing emphasis on patient experience as a key performance indicator in healthcare systems, the mechanisms through which internal organizational factors influence this experience are still not well understood, particularly in emerging contexts like Saudi Arabia. Patient experience involves emotional, relational, and service quality dimensions (Wolf et al., 2022; Doyle et al., 2023), yet existing research indicates that simply investing in infrastructure and technology is not enough to guarantee positive patient outcomes (Berry et al., 2023; Ahmed et al., 2024; Pandey et al., 2025).

Recent studies have highlighted that employee well-being plays a crucial role in service delivery, especially in high-stress healthcare environments, as it affects employee behavior and the quality of interactions with patients (Bakker & Demerouti, 2023; West et al., 2023). However, empirical evidence regarding the impact of employee well-being on patient experience remains fragmented. It appears this relationship may be indirect, operating through attitudinal variables rather than directly (Singh et al., 2023; Lee & Chen, 2024). Job satisfaction has been identified as a key mediating mechanism, since satisfied employees are more likely to show empathy and responsiveness in their interactions with patients (Judge et al., 2022; Boamah et al., 2023). Nonetheless, the mediating role of job satisfaction is still underexplored and has produced inconsistent empirical results in healthcare research (Karatepe et al., 2022; Zhang et al., 2023).

In Saudi Arabia, ongoing healthcare reforms under the Saudi Vision 2030 initiative have increased the focus on patient-centered care (Ministry of Health, 2024). However, private hospitals continue to experience challenges related to workforce well-being, job satisfaction, and service consistency (Almutairi et al., 2023; Alzahrani et al., 2024). Despite this, there is limited research examining how employee well-being translates into improved patient experience through job satisfaction in this context (Naqrash et al., 2025; Moodhi et al., 2024; Alkhamis, 2018). Consequently, a significant gap exists in developing an integrated empirical model that explains the indirect relationship between employee well-being and patient experience via job satisfaction in private hospitals in Saudi Arabia (Al-Qahtani & Al-Nsour, 2025).

3. RESEARCH OBJECTIVES

This study aims to examine the relationship between employee well-being and patient experience in private hospitals, with a specific focus on the mediating role of job satisfaction. The objectives of the study are as follows:

- 1) To investigate the impact of employee well-being on job satisfaction in private hospitals.
- 2) To examine how job satisfaction affects patient experience.
- 3) To analyze the direct effect of employee well-being on patient experience.
- 4) To assess the mediating role of job satisfaction in the relationship between employee well-being and patient experience.

4. RESEARCH SIGNIFICANCE

This study is both theoretically and practically significant as it addresses a critical gap in understanding how employee-related factors influence patient-centered outcomes in healthcare. Recent research emphasizes the importance of integrating human resource management with service outcomes, particularly in healthcare, where patient experience is shaped by interactions with frontline employees (Verhoef et al., 2022; Berry et al., 2023). While employee well-being has been extensively linked to internal outcomes such as engagement and performance (Bakker & Demerouti, 2023; Kundi et al., 2023), there has been limited attention on its impact on patient experience. This is notable given evidence highlighting the role of employee behavior in shaping patient perceptions (Doyle et al., 2023; Wolf et al., 2022). The inclusion of job satisfaction as a mediating variable enhances the study's contribution by explaining how employee well-being affects patient experience. Previous research indicates that job satisfaction fosters empathy, responsiveness, and service quality (Judge et al., 2022; Boamah et al., 2023), yet its mediating role has demonstrated inconsistent empirical support (Karatepe et al., 2022; Lee & Chen, 2024). Therefore, this study presents a more integrated model that refines existing theoretical frameworks. Practically, the study is highly relevant in light of Saudi Vision 2030, which prioritizes the improvement of patient experience. Despite ongoing advancements, challenges related to employee well-being and job satisfaction continue in Saudi private hospitals (Almutairi et al., 2023; Alzahrani et al., 2024). Consequently, this study offers actionable insights, demonstrating that enhancing employee well-being can serve as a strategic driver for improving patient experience and service quality outcomes (Alsahli et al., 2025; Naqrash et al., 2025).

5. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT:

5.1 Employee Well-being, Customer Experience, and Job Satisfaction:

Employee well-being has become a central focus in contemporary organizational research, especially within high-contact service sectors like healthcare, where employee conditions directly impact service delivery outcomes. It is typically understood as a

multidimensional construct that includes the psychological, emotional, and physical aspects of employees' work experiences (Bakker & Demerouti, 2023; Kundi et al., 2023). In healthcare environments, employee well-being is particularly vital due to high levels of stress, emotional labor, and workload pressures, all of which can significantly affect employees' performance and behavior (West et al., 2023; Montgomery et al., 2023). While previous studies have established a strong link between employee well-being and internal outcomes—such as engagement and productivity—insufficient attention has been paid to its influence on external service outcomes (Amer et al., 2026).

Concurrently, patient experience has emerged as a key indicator of healthcare quality, reflecting patients' perceptions of communication, empathy, responsiveness, and the overall delivery of care (Wolf et al., 2022; Doyle et al., 2023). Unlike patient satisfaction, which represents a post-service evaluation, patient experience captures the entire service journey, making it a more comprehensive and dynamic construct (Ahmed et al., 2024). Empirical evidence consistently shows that patient experience is strongly influenced by the behavior of frontline employees, particularly regarding interpersonal interactions and emotional support (Berry et al., 2023; Boamah et al., 2023).

However, much of the existing literature has focused on dimensions of service quality without adequately considering the internal organizational factors that shape these behaviors (National Academy of Medicine, 2022). Recent research has started to explore the relationship between employee well-being and patient experience, yet the findings remain fragmented and inconclusive. Some studies suggest a direct positive relationship, indicating that employees with higher well-being are more likely to provide patient-centered care (Singh et al., 2023). Conversely, other studies argue that this relationship is indirect and mediated by attitudinal variables that influence how employees convert their well-being into service behaviors (Lee & Chen, 2024; McKinsey Health Institute 2024). This inconsistency underscores the necessity for a more integrated framework that clarifies the mechanisms underlying this relationship. Job satisfaction has been identified as a key mediating variable in this context (Amirian et al., 2022). Defined as an employee's overall evaluation of their job and work environment, job satisfaction is closely associated with positive work attitudes, commitment, and service-oriented behaviors (Judge et al., 2022).

In healthcare, satisfied employees are more likely to demonstrate empathy, responsiveness, and patient-centered behaviors, thereby enhancing the patient experience (Alolayyan et al., 2022; Boamah et al., 2023). Nevertheless, empirical evidence regarding the mediating role of job satisfaction remains mixed, with some studies supporting full mediation and others suggesting partial or context-dependent effects (Karatepe et al., 2022; Zhang et al., 2023). From a theoretical standpoint, this relationship can be explained through Social Exchange Theory, which asserts that employees reciprocate supportive organizational conditions—such as well-being initiatives—with positive attitudes and behaviors (Cropanzano et al., 2022). Similarly, the Service-Profit Chain model connects internal service quality and employee satisfaction to

external customer outcomes, reinforcing job satisfaction's role as a mechanism linking employee well-being to patient experience (Heskett et al., 2022).

In the context of Saudi Arabia, the importance of this relationship is further emphasized by ongoing healthcare transformation initiatives aligned with Saudi Vision 2030, which prioritize improving patient experience as a key performance indicator. Despite these efforts, private hospitals continue to face challenges related to workforce well-being, job satisfaction, and service consistency (Almutairi et al., 2023; Alzahrani et al., 2024). However, limited empirical research has examined an integrated model that links employee well-being to patient experience through job satisfaction within this context. Therefore, a significant research gap exists in developing a comprehensive framework that explains how employee well-being translates into improved patient experience via job satisfaction in private hospitals. Addressing this gap will contribute to both theoretical advancements and practical insights for enhancing patient-centered care in Saudi Arabia.

5.2 Hypotheses Development:

1) Employee Well-being and Job Satisfaction:

Employee well-being is widely recognized as a key factor influencing how employees feel about their jobs. The Job Demands–Resources (JD-R) theory suggests that positive working conditions and sufficient organizational support improve employees' psychological states, resulting in higher job satisfaction (Ammar & AL-Nsour, 2026; Bakker & Demerouti, 2023).

Research consistently shows that employees with higher well-being are more likely to provide favorable job evaluations, experience less burnout, and develop a stronger emotional attachment to their work (Kundi et al., 2023; West et al., 2023). In healthcare settings, where employees face significant emotional and physical demands, well-being is particularly important in determining satisfaction levels and overall attitudes toward work (Harter et al., 2022).

- *H1: Employee well-being has a positive effect on job satisfaction.*

2) Job Satisfaction and Patient Experience:

Job satisfaction is consistently linked to service-related behaviors that directly impact customer and patient outcomes. According to Social Exchange Theory, satisfied employees are more likely to reciprocate positive organizational conditions by showing empathy, responsiveness, and commitment in their interactions with patients (Bin Zaid & AL-Nsour, 2026; Cropanzano et al., 2022). In healthcare settings, these behaviors are essential for determining patient experience, as they influence patients' perceptions of the quality of care and emotional support provided (Boamah et al., 2023; Doyle et al., 2023; Al-Nsour et al., 2025). Empirical evidence indicates that higher job satisfaction among healthcare professionals leads to improved communication, increased patient engagement, and enhanced overall service delivery quality.

- *H2: Job satisfaction has a positive effect on patient experience.*

3) Employee Well-being and Patient Experience:

While employee well-being has mainly been studied in relation to internal outcomes, recent research indicates that it may also affect external service outcomes, such as patient experience. Employees who have higher well-being tend to demonstrate positive emotions, resilience, and patient-centered behaviors, enhancing the quality of their interactions with patients (Singh et al., 2023).

However, existing findings are inconsistent; some studies show a direct relationship (Danna & Griffin, 2022), while others suggest that the effect may be indirect (Lee & Chen, 2024). This inconsistency underscores the importance of examining both direct and mediated pathways.

- *H3: Employee well-being has a positive effect on patient experience.*

4) The Mediating Role of Job Satisfaction

Building on the Service-Profit Chain framework, internal employee conditions are expected to influence external service outcomes through intermediate attitudinal variables, such as job satisfaction (Heskett et al., 2022). In this context, employee well-being enhances job satisfaction, which in turn promotes service-oriented behaviors that improve the patient experience (Grawitch et al., 2022).

Empirical studies support this mechanism, indicating that job satisfaction mediates the relationship between organizational factors and service outcomes (Karatepe et al., 2022; Zhang et al., 2023). However, the degree of this mediation—whether it is partial or full—remains context-dependent and has been underexplored in healthcare settings, particularly in Saudi Arabia.

- *H4: Job satisfaction mediates the relationship between employee well-being and patient experience.*

6. RESEARCH METHODOLOGY

6.1 Research Design:

This study employs a quantitative, cross-sectional research design to examine the impact of employee well-being on patient experience, with job satisfaction as a mediating variable, in private hospitals in Saudi Arabia. This design is suitable for testing causal relationships among variables and for applying Structural Equation Modeling (SEM) techniques to assess both direct and indirect effects.

6.2 Research Context:

The study is conducted in private hospitals located in major urban centers in Saudi Arabia, specifically Riyadh, Jeddah, and Dammam. These cities host a significant concentration of private healthcare providers operating under increasing competitive pressures and quality standards aligned with Saudi Vision 2030, which emphasizes patient-centered care and service excellence.

6.3 Population and Sampling Technique:

The target population consists of healthcare employees working in private hospitals, including physicians, nurses, and administrative staff involved in patient service delivery. A stratified random sampling technique is employed to ensure adequate representation across different job categories. The population is divided into three strata: Physicians, Nurses, and Administrative Staff. Respondents are selected within each stratum using proportional allocation based on staff availability.

6.4 Sample Size:

The required sample size is determined based on both statistical and methodological considerations. Following the guidelines of Hair et al. (2022) for PLS-SEM, the minimum sample size should be at least ten times the maximum number of structural paths pointing at a construct, which in this study amounts to 20-30 cases as a minimum threshold. However, to ensure robustness and generalizability, this study targets a significantly larger sample. Accordingly, the employee sample comprises 320 respondents, and the patient sample consists of 200 respondents. This results in a total sample size of approximately 520 participants, which is deemed sufficient for mediation analysis and enhances statistical power (Sekaran & Bougie,2023).

6.5 Data Collection Method:

Data are collected using a multi-source approach to reduce common method bias. Employee data (Employee Well-being & Job Satisfaction) is collected through self-administered questionnaires distributed via hospital HR departments and internal communication channels.

Patient data (Patient Experience) is gathered through structured questionnaires distributed to patients immediately after receiving services in outpatient departments or via electronic follow-up forms. The data collection process takes place over a period of 4 to 6 weeks to ensure an adequate response rate.

6.6 Measurement Instrument:

The study uses a structured questionnaire composed of validated measurement scales adapted from prior research. Employee Well-being is measured using 7 items that capture psychological well-being, stress levels, and emotional balance (adapted from Bakker & Demerouti, 2023; Kundi et al., 2023). Job Satisfaction is assessed using 5 items that evaluate overall satisfaction with job roles, work conditions, and organizational support (Judge et al., 2022).

Patient Experience is measured with 7 items reflecting communication quality, empathy, responsiveness, and overall care experience (Wolf et al., 2022; Doyle et al., 2023). All items are rated on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire has been translated into Arabic using a back-translation technique to ensure linguistic validity.

7. ASSESSMENT OF MEASUREMENT MODEL (RELIABILITY AND VALIDITY):

7.1 Measurement Model Indicators:

The results presented in Table 4.1 indicate that the measurement model meets the necessary criteria for reliability and validity. Firstly, in terms of indicator reliability, all factor loadings range from 0.768 to 0.873, surpassing the recommended threshold of 0.70. This indicates that each measurement item effectively represents its associated construct, and none require removal. The relatively high loadings also suggest strong internal consistency among the indicators. Secondly, the findings confirm internal consistency reliability. Cronbach's Alpha values range from 0.872 to 0.901, and Composite Reliability (CR) values range from 0.907 to 0.924. Both measures exceed the acceptable threshold of 0.70, indicating a high level of reliability. Notably, CR values above 0.90 point to excellent reliability, suggesting that the constructs are measured with high precision and stability. Thirdly, the assessment of convergent validity reveals that all Average Variance Extracted (AVE) values range from 0.634 to 0.671, which is above the recommended minimum of 0.50. This indicates that each construct explains more than 50% of the variance of its indicators, confirming that the indicators effectively converge to measure the underlying constructs.

Overall, these findings provide strong evidence that the measurement model is both reliable and valid. The constructs exhibit adequate internal consistency and convergent validity, supporting the progression to the next stage of analysis: the evaluation of the structural model and hypothesis testing. Furthermore, the cross-loading results show that all measurement items load more strongly on their respective constructs than on other constructs. Specifically, the items related to Employee Well-being show their highest loadings on the same construct, ranging from 0.768 to 0.845, while their loadings on Job Satisfaction and Patient Experience remain comparatively lower. Similarly, Job Satisfaction items exhibit the highest loadings on their own construct (ranging from 0.795 to 0.861), and Patient Experience items demonstrate strong loadings on their respective construct (ranging from 0.798 to 0.873). This pattern confirms that each indicator is strongly associated with its intended construct and weakly associated with other constructs, thereby providing robust support for the measurement model.

Table 1: Measurement Model (Reliability and Validity)

Construct	Item	Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE
Employee Well-being	EW1	0.812	0.889	0.912	0.634
	EW2	0.845			
	EW3	0.781			
	EW4	0.826			
	EW5	0.793			
	EW6	0.804			
	EW7	0.768			
Job Satisfaction	JS1	0.834	0.872	0.907	0.662
	JS2	0.861			

	JS3	0.802			
	JS4	0.795			
	JS5	0.823			
Patient Experience	PE1	0.841	0.901	0.924	0.671
	PE2	0.873			
	PE3	0.812			
	PE4	0.835			
	PE5	0.854			
	PE6	0.798			
	PE7	0.820			

7.2 Fornell–Larcker criterion and the Heterotrait–Monotrait ratio (HTMT):

The discriminant validity of the measurement model was evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait ratio (HTMT), both of which are widely recommended in PLS-SEM analysis. The Fornell–Larcker criterion shows that the square root of the Average Variance Extracted (AVE) for each construct is greater than its correlations with other constructs. Specifically, the diagonal values for Employee Well-being (0.796), Job Satisfaction (0.814), and Patient Experience (0.819) exceed the corresponding inter-construct correlations. This indicates that each construct explains more variance with its own indicators than with those of other constructs, confirming that these constructs are conceptually distinct. Thus, the Fornell–Larcker criterion is satisfied. Furthermore, the HTMT values for all construct pairs are below the recommended threshold of 0.90, ranging from 0.598 to 0.782. This suggests that the degree of similarity between the constructs is within acceptable limits and does not undermine discriminant validity. Notably, the highest HTMT value of 0.782 occurs between Job Satisfaction and Patient Experience, indicating a strong but acceptable relationship, which aligns with theoretical expectations for these constructs. In contrast, the lower HTMT value of 0.598 between Employee Well-being and Patient Experience indicates a clear conceptual distinction. Overall, the results from both the Fornell–Larcker criterion and HTMT provide strong and consistent evidence of established discriminant validity. This means that each construct measures a unique concept, without any overlap or redundancy among the variables.

Table 2: Fornell–Larcker Criterion

Construct	EW	JS	PE
Employee Well-being (EW)	0.796		
Job Satisfaction (JS)	0.612	0.814	
Patient Experience (PE)	0.487	0.642	0.819

Table 3: HTMT Ratio

Construct	EW	JS	PE
Employee Well-being (EW)	-		
Job Satisfaction (JS)	0.731	-	
Patient Experience (PE)	0.598	0.782	-

7.3 Model Fit:

The model fit results indicate that the proposed model shows an acceptable and reliable level of overall fit. The SRMR value of 0.056 is below the recommended threshold of 0.08, suggesting a good fit between the observed data and the model. Furthermore, the NFI value of 0.912 exceeds the acceptable level of 0.90, indicating that the model fits better than the null model. The RMS Theta value of 0.089 also supports the adequacy of the measurement model, as it falls within the acceptable range. Although the Chi-square value is relatively high, this is expected due to its sensitivity to sample size and does not diminish the overall quality of the model. In summary, these results confirm that the model is well-specified and statistically sound, providing a solid foundation for interpreting the structural relationships.

Table 4: Model Fit Indices

Fit Index	Value	Threshold	Interpretation
SRMR	0.056	< 0.08	Good Fit
NFI	0.912	> 0.90	Acceptable Fit
Chi-square (χ^2)	845.231	—	—
RMS Theta	0.089	< 0.12	Acceptable

8. PATH ANALYSIS ASSESSMENT:

1) Direct Relationships:

The findings indicate that employee well-being has a significant positive effect on job satisfaction ($\beta = 0.612$, $p < 0.001$). This suggests that enhancing employees' psychological and emotional conditions within private hospitals notably increases their overall job satisfaction. This result aligns with the Job Demands–Resources framework, which highlights the importance of supportive work environments in fostering positive employee attitudes. Additionally, job satisfaction has a substantial positive impact on patient experience ($\beta = 0.547$, $p < 0.001$), indicating that satisfied employees are more likely to provide higher levels of empathy, responsiveness, and service quality. This confirms that job satisfaction is crucial in translating positive internal employee conditions into better external service outcomes. Moreover, employee well-being also has a direct positive effect on patient experience ($\beta = 0.218$, $p < 0.01$). However, the relatively lower magnitude of this effect suggests that well-being alone cannot fully account for variations in patient experience, underscoring the need for other influencing factors.

Table 5: Hypothesis Testing Results

Hypothesis	Path	Beta (β)	t-value	p-value	Result
H1	Employee Well-being → Job Satisfaction	0.612	9.845	0.000	Supported
H2	Job Satisfaction → Patient Experience	0.547	8.231	0.000	Supported
H3	Employee Well-being → Patient Experience	0.218	2.764	0.006	Supported

2) Mediation Effect:

The mediation analysis provides valuable insights into the mechanisms underlying the relationships studied. The indirect effect of employee well-being on patient experience, as mediated by job satisfaction, is both positive and highly significant ($\beta = 0.335$, $p < 0.001$). This indicates that job satisfaction is a crucial pathway that explains this relationship. Furthermore, the Variance Accounted For (VAF) value of 60.6% suggests partial mediation. This means that employee well-being impacts patient experience not only directly but also indirectly through job satisfaction. Notably, the indirect effect (0.335) is stronger than the direct effect (0.218), implying that the majority of the influence of employee well-being on patient experience occurs through job satisfaction.

Table 6: Mediation Results

Effect Type	Beta	t-value	p-value	Result
Indirect Effect (EW → JS → PE)	0.335	7.112	0.000	Significant

Table b7: VAF (Variance Accounted for)

Measure	Value
Indirect Effect	0.335
Direct Effect	0.218
Total Effect	0.553
VAF	60.6%

These findings have important theoretical and practical implications. First, the results clearly show that job satisfaction is the primary factor driving patient experience, rather than employee well-being alone. While well-being provides essential conditions, it is the level of job satisfaction that determines how employees translate these conditions into actual service behaviors. Second, the prominence of the indirect effect emphasizes the significance of psychological mechanisms in healthcare service delivery. This indicates that organizations should not rely solely on improving working conditions; they must also ensure that these improvements are perceived positively by employees and are reflected in their attitudes. Third, the relatively weaker direct effect of employee well-being suggests that its influence on patient experience is not automatic. Without a corresponding increase in job satisfaction, enhancements in well-being may not fully lead to better patient outcomes. In summary, the findings confirm that employee well-being plays a significant role in enhancing patient experience, but its impact is largely mediated by job satisfaction. This highlights the importance of integrating employee well-being initiatives with strategies aimed at improving job satisfaction to achieve optimal patient-centered outcomes.

9. DISCUSSION

The findings of this study provide strong empirical support for the proposed model, underscoring the critical role of employee-related factors in shaping patient experiences within private hospitals. The results indicate that employee well-being significantly

influences job satisfaction, which in turn enhances patient experiences. This confirms the importance of integrating internal organizational dynamics with external service outcomes. First, the positive and significant relationship between employee well-being and job satisfaction aligns with prior research, which highlights that favorable working conditions, psychological support, and reduced job stress contribute to higher levels of employee satisfaction (Bakker & Demerouti, 2023; Kundi et al., 2023; Jaoua et al., 2022). This finding is particularly important in the healthcare context, where employees often face high levels of emotional and physical demands. The results suggest that improving employee well-being is a key driver of positive work attitudes, supporting the assumptions of the Job Demands–Resources framework. Second, the significant effect of job satisfaction on patient experience confirms that satisfied employees are more likely to exhibit positive service behaviors, such as empathy, responsiveness, and effective communication. This finding is consistent with previous studies indicating that employee satisfaction plays a central role in enhancing service quality and customer outcomes (Boamah et al., 2023; Doyle et al., 2023). In healthcare settings, where patient experiences are largely shaped by interpersonal interactions, this relationship is even more critical. The results support the notion that patient experience is not solely determined by technical quality but also by the quality of human interactions (Almurad et al., 2025). Third, while there is a direct relationship between employee well-being and patient experience, it is relatively weaker compared to the indirect effect through job satisfaction. This finding aligns with studies suggesting that the influence of employee well-being on service outcomes is often mediated by variables that shape employee behavior (Singh et al., 2023; Lee & Chen, 2024; Almurad & Hasnin, 2024). This highlights the importance of examining underlying mechanisms rather than assuming direct causal relationships.

The mediation analysis revealed that job satisfaction partially mediates the relationship between employee well-being and patient experience, with the indirect effect being stronger than the direct effect. This finding strongly supports theoretical frameworks like Social Exchange Theory and the Service-Profit Chain, which emphasize that internal employee conditions influence external outcomes through attitudinal and behavioral processes (Cropanzano et al., 2022; Heskett et al., 2022). The fact that most of the impact of employee well-being on patient experience occurs through job satisfaction highlights the crucial role of psychological processes in healthcare service delivery. From a contextual standpoint, these findings are particularly relevant to private hospitals in Saudi Arabia, where enhancing patient experience has become a strategic priority under Saudi Vision 2030 (Alharethi & Kabil, 2023). The results suggest that investments in infrastructure and technology alone may not be enough to improve patient outcomes unless they are accompanied by efforts to boost employee well-being and satisfaction. This underscores the need for a more holistic approach to healthcare management, one that integrates human resource practices with patient-centered care strategies. Overall, this study contributes to the literature by providing an integrated model that links employee well-being to patient experience through job satisfaction. This model bridges the gap between internal organizational processes and external service outcomes. The

findings not only confirm existing theoretical assumptions but also extend them by demonstrating their relevance in the healthcare context, particularly within a rapidly transforming market like Saudi Arabia.

10. IMPLICATIONS:

10.1 Theoretical Implications

The findings of this study provide several important theoretical contributions to the fields of service management and healthcare. First, the study expands the use of the Job Demands-Resources (JD-R) framework by showing that employee well-being not only affects internal outcomes, such as job satisfaction, but also impacts external outcomes, specifically patient experience. This emphasizes the wider implications of employee well-being beyond conventional organizational boundaries. Second, the study enhances existing knowledge by empirically validating the mediating role of job satisfaction in the relationship between employee well-being and patient experience. While previous research has often examined these concepts in isolation, this study integrates them into a unified model, offering a more comprehensive understanding of the underlying mechanisms. Third, the results support the principles of Social Exchange Theory and the Service-Profit Chain by confirming that internal organizational conditions influence external service outcomes through employee attitudes. This finding strengthens the theoretical position that employee-related factors are crucial in shaping customer and patient experiences. Finally, the study contributes to the limited empirical research within the healthcare context, particularly in private hospitals, by demonstrating the relevance of these theoretical frameworks in a service-intensive and emotionally demanding environment.

10.2 Practical Implications:

From a practical perspective, the findings offer valuable insights for healthcare managers and policymakers in Saudi Arabia, especially in light of ongoing healthcare transformation initiatives aligned with Saudi Vision 2030. First, the results indicate that enhancing patient experience requires more than just investments in infrastructure and technology. Healthcare organizations must prioritize employee well-being as a crucial strategic resource. This includes implementing policies that reduce work-related stress, improve work-life balance, and provide psychological support for healthcare professionals. Second, the strong mediating role of job satisfaction suggests that organizations should focus on improving employee satisfaction levels to translate well-being into better service outcomes. This can be achieved through fair compensation systems, supportive leadership, recognition programs, and opportunities for professional development. Third, healthcare managers should acknowledge that patient experience is significantly influenced by the behavior of frontline employees. Therefore, training programs should emphasize communication skills, empathy, and patient-centered care to enhance the quality of interactions between employees and patients. Lastly, the findings underscore the importance of adopting an integrated management approach that aligns human resource practices with service quality objectives. By linking employee well-being

initiatives with patient experience strategies, hospitals can achieve sustainable improvements in service performance and gain a competitive advantage.

11. CONCLUSION

This study investigates how employee well-being impacts patient experience in private hospitals, with job satisfaction acting as a mediating variable. The findings provide strong evidence that employee well-being significantly enhances job satisfaction, which in turn positively influences patient experience. While employee well-being directly affects patient experience, its impact is relatively limited compared to the indirect effect through job satisfaction. This suggests that job satisfaction is a crucial mechanism through which employee well-being translates into improved service outcomes. In other words, employee well-being on its own is not enough unless it is reflected in positive employee attitudes and levels of satisfaction. Additionally, the study shows that patient experience is largely shaped by the behavioral and psychological states of employees, highlighting the importance of internal organizational factors in determining external service quality. These findings support key theoretical frameworks such as Social Exchange Theory and the Service-Profit Chain, confirming that employee-related variables are vital for achieving customer-oriented outcomes. In the context of private hospitals in Saudi Arabia, the study emphasizes the need for healthcare organizations to adopt a more integrated approach that aligns initiatives for employee well-being with strategies aimed at improving job satisfaction and patient-centered care. By doing so, hospitals can enhance both service quality and competitive performance. Overall, this study contributes to the literature by providing a comprehensive model that links employee well-being, job satisfaction, and patient experience, offering both theoretical insights and practical guidance for healthcare management.

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