

IMPORTANCE OF RELIGIOSITY, TRUST, AND STRESS IN THE HEALTH CARE SERVICES IN IRAQ, THE CITY OF SULAYMANIYAH

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Abstract

This research investigated how religiosity, workplace trust, and work stress affect job satisfaction among healthcare workers in private hospitals in Iraqi Kurdistan/Sulaymaniyah. All 107 data were collected through survey questionnaires and analyzed using structural equation modeling, and one survey found that workplace confidence significantly improved job satisfaction, while greatly reducing work stress. What's interesting is that religion has not directly affected satisfaction at work. These results highlight the importance of building trust and reducing stress in healthcare settings to promote employee satisfaction- which is crucial for delivering quality patient care. The research suggests that healthcare organizations should focus on educating trust through open communication, fair treatment, and teamwork, and offer comprehensive stress management programs and leadership training that emphasize ethical decision-making and empathy.

Keywords: *Religiosity, Trust, Stress, Employee Satisfaction.*

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1. INTRODUCTION

Health care is a complex system where the health of patients is at the forefront of its work. How much healthcare workers do their jobs and how happy they have a direct impact on the quality of care. Things like religion, trust and stress play a big part in this. They shape how people behave, how they participate in their work, and how well the entire health care system works. This study explains why these things are important, showing how they affect both people who work in health care and where they work.

People's religious beliefs and practices, often called theology, have a major influence on how they behave, choose, and choose (Budur, 2028). In health care, religion can help motivate

people to do the right thing. Many religions value compassion, honesty, honesty, and respect for all human beings. These values are important to health care ethics as well.

Research has shown that people who are more religious are more likely to make better choices in their workplaces (Weaver & Agle, 2002; Zaim et al., 2021). They are more careful, less doing what's wrong and more dedicated to doing what's right. This is particularly important in health care where difficult moral situations often occur.

Also, people's religious beliefs can influence how leaders in healthcare organizations make decisions. Leaders who follow religious principles care more about the well-being of patients, employees, and the whole community. They are more likely to make decisions that are fair and open and in line with the goals and values of the organization (Budur, 2024).

It is important to understand that "religion" has different meanings for different people, as there are many different beliefs and practices in different religions. Health care organizations that welcome these differences can create workplaces where all employees feel valued and respected no matter what their religion is. This can help employees feel they belong and are loyal to the organization, resulting in greater satisfaction and better work.

Trust is a necessity that is important in all areas of life, including the workplace. In healthcare trust is key to building good relationships between staff, managers, and patients. When people trust each other, workers feel confident, supportive, and self-confident to do their best.

Many studies have shown that trust is a good thing at work. When employees have confidence in their boss and colleagues, they become happier and more engaged and more engaged in their work (Torlak et al., 2024). They are also more willing to share information, work together well and do more to achieve the company's goals (Dirks & Ferrin, 2002).

Leaders are crucial to building trust in health care organizations. When leaders are open and honest and treat everyone fairly then people trust them more. And leaders who are good at their jobs and create jobs and really care about their employees are inspiring trust and loyalty (Budur and Poturak, 2021).

Trust isn't just good for workers, it's good for patients. When patients have confidence in their doctors and nurses, they are more likely to follow their treatment plan and say something good

about their experiences and tell others to go there too. This will result in better outcomes for patients, more money for health care facilities, and a better overall reputation.

Although religion and trust are good for health care organizations, stress is a major problem that can hurt workers and how well the organization is doing. Health care workers often have a lot of stress because they must work hard and deal with difficult emotions and take good care even when they don't have enough resources.

Stress, especially for a long time, can be really bad for your body and mind. It can cause health problems such as heart disease, feelings of sadness or worry, as well as burning the body (feeling completely exhausted). Stress in the workplace causes people to think about their work and when they are sick, they don't work so hard and quit their jobs (Mohammed et al., 2020).

Stress is not only bad for individual workers. It's also expensive for health care organizations. When workers are stressed, less work is done, health care costs go up and the organization loses money. However, stressed healthcare workers may not be able to provide the best care to patients, leading to poor outcomes and even legal problems.

Research questions?

1. What is the connection between religious behaviors and employee satisfaction?
2. How does trust among employees improve their job satisfaction?
3. Is there any negative effect of job stress on employee satisfaction?

2. LITERATURE REVIEW

For a long time, people have been asking about the relationship between religion and health, what is in the soul and what is in the body. Many studies show that a person's religious or spiritual beliefs can have a powerful impact on health and how they behave to stay healthy and how they deal with illness. Even beliefs can change the way doctors and patients work together. Religion and spirituality are also important parts of human life and influence how we see the world. This also includes a workplace. Researchers are starting to learn more about how religious beliefs affect how humans are treated in the workplace and lead others and if they feel happy with their work. This study looks at the many ways religion is important in both health care locations and in businesses and organizations.

2.1 Religiosity

Religion is a complex concept that encompasses the various beliefs, practices, and experiences that individuals and groups have in relation to religion. It's more than just the practice of religion. It also includes depth of religious sentiment and strength of faith and level of participation in religious activities. While religion can be evaluated at both individual and group levels, there is no consensus among scientists on the exact behaviors they define.

Theology, according to some scholars such as (Schlesinger, 1982), can be understood as a set of religious attitudes and levels of participation or broad self-esteem. It can be expressed in a variety of ways, such as through faith, practice, and spirituality (Merriam-Webster). For example, an individual can accept the core principles of a belief (the faith dimension) without actively participating in rituals or customs (the practical dimension) or without seeking a deeper spiritual connection (spiritual dimension). On the other hand, some people may participate in religious practices and spiritual pursuits without necessarily adhering to traditional beliefs (Havrilesky 2013).

Religion is a fluid and always changing concept, due to various cultural, social, and personal influences. As (Stone, 1998) suggests, it plays a key role in the mold of individual values, worldviews, and behavior. A comprehensive understanding of religion is crucial to understanding the multifaceted ways humans interact with religion and the profound impact it has on their lives.

Researchers have found that being religious can be good for the psyche and hearts of people. Having faith often makes people feel like they have a purpose, which gives them hope, especially during difficult times (Koenig et al., 2012). Things like prayer or meditation, as part of a religious practice, can help people cope with stress, anxiety, and depression (Pargament, 1997). Being part of a religious community can make people feel connected and supportive, which is important for staying in mental health (Ellison & Levin, 1998).

Scientists have also found that being religious may also be good for the human body. Studies show that religious people are less likely to get sick with problems such as heart problems, high blood pressure, or even certain types of cancer (Koenig et al., 2012). This can be because some religions teach people healthy choices, like not smoking, or belief helps people manage stress better, or simply because it belongs to a healthy support group for anyone (Powell et al., 2003).

Things that humans believe, as part of their religion, can make a big difference in how they care about their bodies. Some religions encourage healthy eating and exercise and teach people to avoid dangerous things like drugs, alcohol, or unsafe sex (Levin, 2010). But sometimes someone's faith may make them refuse medical help or believe that prayer alone can cure them (Koenig, 2008). Doctors and nurses need to understand and respect a patient's beliefs and talk to them to find a solution that works for everyone.

When people get very sick or hurt, many turn to their faith for comfort and strength (Abu-Raiya & Pargament, 2015). Faith can help people understand why bad things happen, give them hope when things turn bad, and help them accept difficult situations (Pargament, 1997). Research shows that patients with strong faith often feel better in their hearts, less anxious and less anxious when they are sick (Koenig et al., 2012).

2.1.1 Religiosity and Ethical Behavior, and Job Satisfaction

Many studies show that people who are religious are treated more ethically than their workplaces. People with strong convictions are more likely to be honest and fair and get the job done (Weaver & Agle, 2002). Religious beliefs can make people feel responsible for a higher authority, a motivation to do something even when it's a way to do something wrong (Longenecker et al., 2004). Many religions make clear rules about what's right or wrong, helping people make good choices in difficult workplace situations (Vitell et al., 2009).

Studies also show that religious people are often happier in their work (Duffy & Raque-Bogdan, 2010). This may be because faith helps them find meaning and purpose in their work, or because faith communities support and help them feel like they belong (King & Williamson, 2005). When a man's faith fits in with the kind of work he does, he feels good at it and wants to work hard.

2.1.2 Religiosity, Diversity, and Inclusion, and Organizational Culture

More people from different religions and backgrounds work together. Companies need to understand and respect this diversity to ensure that everyone feels welcome and engaged (Hicks, 2002). This means that there are laws to help people practice their faith, such as holidays for religious holidays, places of worship, and teaching everyone to respect differences (Tracey, 2012; Ghumman et al., 2013).

Sometimes, the whole way a company operates is shaped by religious beliefs or values. Often these companies have a strong sense of purpose that guides their decisions (Demuijnck, 2017). When colleagues have similar spiritual values, it can bring them together and make them feel like a team, which can lead to better collaboration (Mitroff & Denton, 1999). It's important to remember that a company can care about religious respect and embrace people of all faiths, or any faith. It's about creating a workplace where everyone feels valued by who they are.

H1: Religiosity in the workplace has positive effect on employee satisfaction.

2.1.Trust Among Employees

Trust, which is the foundation stone of human interaction and social relationships, contains a set of mutual beliefs and expectations about the trustworthy, honesty, ability, or resilience of an individual or being (Demir et al., 2020). This reliance- often built on past experiences, shared values, or perceived competence - is seen by scholars such as (Rousseau & colleagues, 1998) as an important element in establishing and sustaining social relations ‘developing cooperation, cooperation, and mutual support.

Trust can be expressed in a variety of ways, including inter-person trust, which is the center of trust in another person's trustworthiness and trustworthiness, and institutional trust associated with trust in the integrity and capabilities of organizations or systems. In addition, trust can be generalized, extend to a wide range of individuals or situations, or unique, which is confined within a specific context. (McNati & Chervani, 2001; Poturak et al., 2020) point out that trust serves an important function in reducing uncertainty and risk in social interactions and empowering individuals to make choices and take action based on the expectation that others will behave in a predictable and honorable manner.

Trust is not a static concept, but a fluid concept, ready to change over time. It can be measured ‘strengthened, or transformed according to the actions and behavior of the trusted side. Trust is also a personal interaction, often followed by the expectation of a reliable partnership between individuals or groups. As (Gamteda, 1988) notes, trust is necessary for the effective working of societies and economies, as it aids education ‘reduces transaction costs, and educates social cohesion.

Trust is like a special force that makes the workplace strong and successful. In companies where employees trust each other there is a sense that everyone is in one team. People know

their colleagues are going to be honest and do their job well and they want what's best for everyone (Demir et al., 2022). This feeling of trust makes it easier to share ideas, solve problems together, and feel safe trying new things - even if they're not always affected. Trust makes the workplace a better place to be.

Trust makes the workplace a better place to be (Mayer et al., 1995). When people trust each other they're more willing to share ideas, work as a team, and even offer helpful feedback to make things better. This makes it safe for everyone to try new things, ask for help when they need it, and admit mistakes without getting into trouble - this helps the whole company learn and grow (Edmondson, 1999).

And when there's a lot of confidence there's no need for presidents to keep checking on everyone. People can make more decisions, which helps them to work faster and better at work (Spreitzer & Mishra, 1999). However, trust helps people stay away from arguments and feel less stressed, making the workplace a happier place to be (Dirks & Ferrin, 2002).

2.2.1 Trust and Employee Satisfaction

Trust makes employees happier and is a motivator for them to do more. When people trust their colleagues and bosses, they feel they are important and treated fairly (Cropanzano & Mitchell, 2005). This makes them more interested in their work and feel good about being part of the team. And when Laboure trusts their bosses to make good decisions they think they will be treated properly- that makes them happier (Colquitt et al., 2001).

Trust also helps people feel stimulated inside of their work. Research shows that when there is confidence, people feel more responsible for their own actions, which makes them like to do great things (Deci & Ryan, 1985). Employees who are confident in their workplace are more likely to go the extra mile and do things to help the company that aren't even part of their job description (Podsakoff et al., 2000).

2.2.2 Importance of Trust on Organizational Success

Trust doesn't just help employees feel good and work hard, it also helps the whole company work better! Companies with a lot of confidence see people working together, new ideas coming up and changing fast as things change in the business world. That's because employees are happy to share what they know, and that helps everyone learn and get better (Argote et al.,

2003; Budur et al., 2025). Trust makes people feel that the chance to be accepted is good, leading to new innovations and helping the company adapt to the competition (Edmondson, 1999). However, in companies like these, people want to stay and work hard because they believe in what the company does (Costigan et al., 2006).

It even makes customers happier! Employees who work in places that are highly trusted are more eager to provide excellent customer service, this makes customers happy, and they want to come back again (Budur, 2025; Ganesan, 1994). It also helps people solve problems and avoid major battles within the company! When people trust each other, they work together to find solutions that are good for everyone (Simons & Peterson, 2000).

2.2.3 Building and Sustaining Trust

Companies know that trust is important, so they must work hard to make it happen! Presidents play a big part in this. They must be honest, clear about what's going on, always do what they say and keep their promises (Whitener et al., 1998). And speaking out publicly, treating everyone fairly and allowing employees to help make decisions creates a lot of confidence (Mishra, 1996). Ultimately companies can set rules and practices that encourage teamwork, help people share what they know, and make sure they know the fatigue of their employees.

Trust is not just about how people treat each other in the workplace, it's about how the whole company is treated! When a company creates jobs and cares about the planet and treats its customers well it makes employees feel good and builds trust. Boasting about their workplace makes employees feel like they belong and tells them that what they believe in is the same things the company believes in.

H2: Trust among employees have positive effect on their job satisfaction.

2.2.Stress

Stress, a widespread and complex phenomenon, is often defined as a state of stress, emotional or tension that arises from challenging or difficult situations. It can appear as a physiological reaction to a stress, which is any stimulus that disrupts the internal balance or balance of the body (Selye,1956). A variety of factors, including environmental, psychological, and social events can cause stress, and the effects can extend to both physical and mental health.

(Hans Selley), a leading figure in stress research, has characterized the body's invisibility response to any request for adaptation, which involves a three-stage process called general fitness symptoms (GAS). This model includes the gas alarm stage, where the body gathers its resources to cope with the stress, the immune stage, where the body tries to adapt to the stress and tolerate the stress, and the fatigue phase, where the body's resources are depleted, is likely to have negative health consequences.

Stress can be classified as severe or chronic, depending on its duration and severity. Extreme stress is a short reaction to an immediate or severe threat, while chronic stress is a continuous state of escalation that results from repeated or repeated exposure to stress. According to (Lazarus & Folkman, 1984), stress is not only a reaction to external events but also involves the process of cognitive evaluation, in which individuals evaluate the requirements of a situation and their ability to manage. This evaluation process can have a significant impact on how an individual experiences and affects stress.

Besides, stress is not always harmful. (Selley) has invented the term "eustress" to describe positive form of stress that can push individuals forward and empower them to reach their full potential. However, excessive, or persistent stress, known as discomfort, can have a detrimental effect on both physical and mental health, contributing to a range of diseases such as cardiovascular disease, depression, and anxiety (American Psychological Association, 2023). A comprehensive understanding of the different aspects of stress and possible reaction is crucial to implanting effective strategies of confronting and promoting public well-being.

Stress is something that everyone experiences in today's world. It affects people in many areas of life, especially in the workplace. Stress in the workplace comes in different ways and has many causes. It can have serious negative effects on both the worker and the company itself.

Stress is how our bodies and souls react when we feel stressed or at risk, especially when we think we can't handle it (Lazarus & Folkman, 1984). It's a complex process that involves things around us that cause stress- how we look at those things and how we try to deal with them. Stress is how our bodies react to anything that requires effort, says a primary stress researcher.

A little bit of stress can help us do things and do it well. But too much stress, or stress that persists for a long time, is bad for us. When we have stress, our bodies react: our hearts beat faster, we have more stress hormone called cortisol, our immune system (which fights disease)

doesn't work so well (McEwen, 2007). Stress also affects our brains- it makes us feel anxious or angry- we have trouble concentrating and we end up burning.

People often think stress is bad but in reality, some stress can be good for both workers and businesses. This type of stress, called "esters" or "positive stress," can make people want to work more, help them focus, and improve how well they do their job. The hard part for companies is ensuring that stress doesn't get too high or doesn't last too long because that kind of stress is harmful.

H3: Stress in the organization has a negative effect on employee job satisfaction.

2.3.Employee Satisfaction

Job satisfaction is a complex concept in the field of organizational behavior, indicating the extent to which employees feel satisfied with their work and the experiences they have in the workplace (Locke,1976). Includes a wide range of factors, including the nature of the work itself, the degree of autonomy and control of employees over their duties, the quality of interaction with colleagues and supervisors, the availability of opportunities for growth and development, and the level of compensation and the benefits offered and the general culture within the organization (Specter,1997). Work satisfaction is often conceptualistic as a multifaceted construct, encompassing both emotional and cognitive dimensions (Weiss,2002). The emotional dimension refers to the emotional experiences associated with the work, including feelings of joy, pleasure, and passion. The cognitive dimension is the evaluation of the work based on specific factors, such as salary ,assistance and working conditions. Both dimensions play a role in overall satisfaction at work although their relative importance can vary depending on individual desires and situational factors (Judge et al.,2001).

Job satisfaction is a fluid and subjective experience, which is molded by a variety of personal, organizational, and environmental factors (Bowling et al.,2005). While some individuals are prioritizing internal aspects of work such as active tasks and growth opportunities, others may be more valuable external factors such as salaries and assistance. Individual differences, such as personality traits, values, and expectations, also play a role in formulating job satisfaction (Staw & Ross,1985). Understanding the complex games of these different contributing factors is crucial for organizations that aim to educate a positive and productive working environment, attract, and retain competent employees, and achieve long-term success.

Employee Satisfaction key to a successful company. It's not just whether they like their job or not - having happy employees can change everything about a business! It can make them work harder, bring them new ideas, better deal with customers and help the business in many other ways. We are looking at the important relationship between happy employees and a company that works well. A lot of research shows that when employees are happy at work, it's great for the whole company! When workers feel important and satisfied with their work and are excited to be part of their team, good things happen. Research shows that there are several ways that happy employees can help a business earn more money.

Increased Productivity

When employees are happy, they are enthusiastic about their work and want to do their best. This means they are doing more and doing more of their work. They're also more likely to do extra work to help- even if it's not in their job description- making the whole company better run (Harter et al., 2002).

Reduced Turnover

Companies with happy employees don't have to worry so much about quitting people. When people are satisfied with their jobs they want to stay in the company and keep working. This saves a lot of money for the company because they don't have to constantly find new people and train them (Harter et al., 2002).

Enhanced Innovation

Happy workers feel comfortable trying new things and taking smart chances, leading to innovations, and helping the company grow. Companies where employees feel good about their work can change faster when things change in the business world, it's better to find new ways to make money (Harter et al., 2002).

Boosted Morale and Engagement

Happy employees have more energy and a better attitude in their workplace. This makes the whole workplace feel more positive and helps everyone work harder. People work more as a team, and help each other, and that helps the company do better (Wright & Cropanzano, 2000).

Strengthened Brand Reputation:

Happy employees are an inspiration to their company! They say good things to friends and family about their workplace. This gives the company a great reputation and the best people like to work there (Theurer et al., 2018).

Reduced Absenteeism

Happy employees are less likely to be deprived of their jobs or come to work when they feel sick or unhappy. That means things go smoothly in the company, everyone does more work, and the workplace is a healthier place to be (Wright & Bonett, 2007).

Satisfied Employees Improve Customer Success

Happy employees are creating happy customers! When employees feel good at work, they treat customers better. Companies with happy workers have customers who are very interested in buying from them, telling friends, and continuing to return to more information.

Exceptional Customer Service

Employees who enjoy their work are more likely to offer excellent customer service. They engage more enthusiastically with customers, quickly solve problems, and show a genuine desire to help (Yee et al., 2010). When employees treat customers well, they return more frequently and again. Happy customers also tell friends and family about the company, helping to grow the business further (Yee et al., 2010).

Satisfied Employees Improve Other Variables Inside the Company

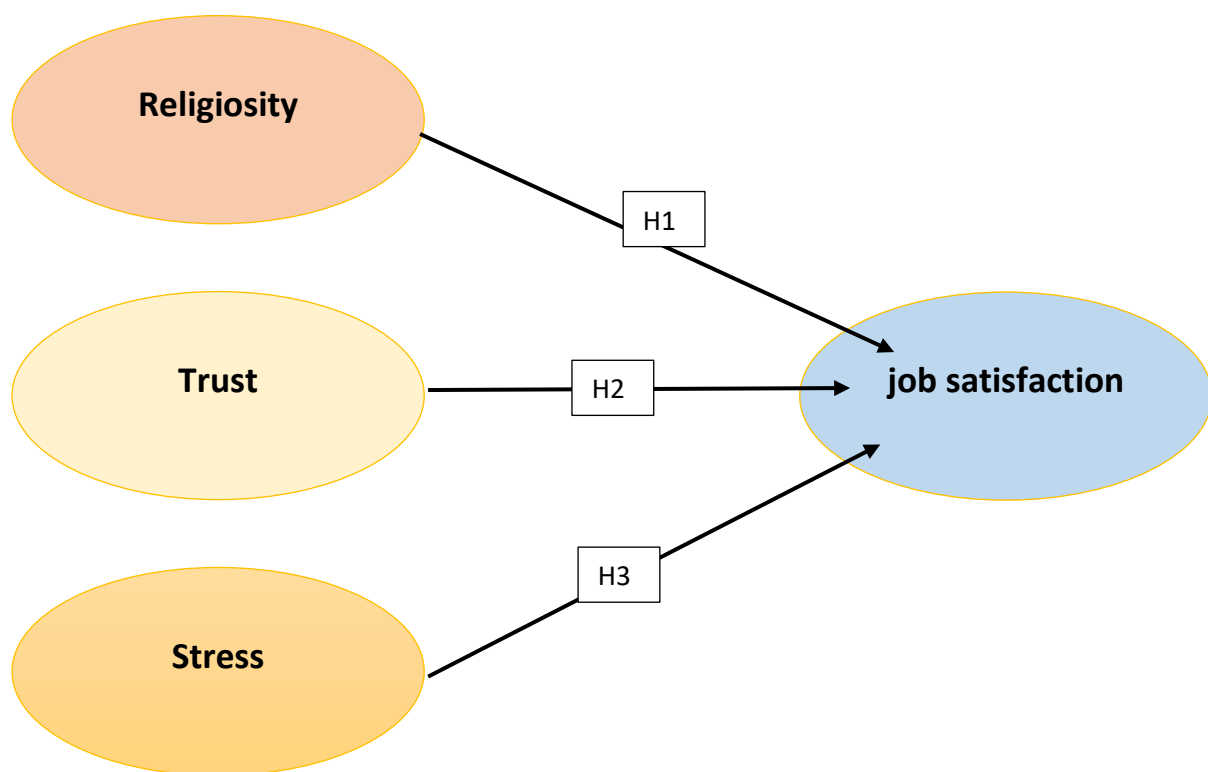
Happy employees don't just help the company make money and make customers happy, they also help the company in many other ways. Some of these methods include. Employees who feel good at work are more likely to follow safety rules and help secure their workplace. This reduces accidents and injuries and saves the company money (Nahrgang et al., 2011). Employees who feel valued in the workplace help create friendly and supportive workplaces. This kind of positive working environment attracts the best employees and helps everyone connect and work together better (Harter et al., 2002). Employees who feel confident and self-important in their workplace are more likely to share their ideas when making decisions. This

combination of thinking and different opinions helps the company make better and smarter decisions (Harter et al., 2002).

3. METHODOLOGY

In this study we discuss the importance of religiosity, trust, and Stress in health care services. This study was conducted in the Iraqi Kurdistan Region/Sulaymaniyah. aim of study to find out the significance of religiosity, trust and stress in healthcare services and organizations. So, I visited several private hospitals to collect data, including (Baxshin Hospital, Smart Hospital, Safin Hospital, Mercy Hospital, Asia Hospital, and Nature Medical Society). To find out how importance of religion, trust and stress will affect employee satisfaction and organizational performance.

3.1. Model and Hypotheses



3.2.Sampling

I have visited several hospitals, and two of these hospitals refused to give us information for our study, and I collected 107 data from these Hospitals, we didn't select the staff, we collected

data randomly inside the hospitals. That is, we distribute 107 questionnaires, and get reliable and valid results. The survey questions were prepared according to previous research, and we asked 31 questions to hospital staff, and we translated the questions from English to Kurdish. Also, all hospital managers and staff, being respectful to us, answered the research questions very well and we did not force them to answer the questions. We did not use secondary data, only primary data. Data have also been filled in by many employees and administrative officials in various job positions. And, of different genders and levels of education, and different experiences.

3.3.Demographic graph

This section presents the demographic analysis of the data collected from hospitals, focusing on gender, education level, years of experience, and job titles, as detailed in Table 1.

Table 1: Demographics

CATEGORY	SUBCATEGORY	COUNT	PERCENTAGE
GENDER	Male	41	38%
	Female	66	62%
EDUCATION	High School	4	4%
	Institute	39	36%
	Bachelor's Degree	62	58%
	Master's/Ph.D.	2	2%
JOB TITLE	Employee	87	81.3%
	Doctor	14	13.1%
	Head of Department	4	3.7%
	Supervisor	1	0.9%
	Middle Manager	1	0.9%
EXPERIENCE	<1 Year	12	11.2%
	1–3 Years	40	37.4%
	4–6 Years	34	31.8%
	7–9 Years	14	13.1%
	>10 Years	7	6.5%

The demographic data of 107 hospital employees reveals several notable trends across gender, education, job title, and experience. In terms of gender distribution, females represent the majority, comprising 62% of the workforce, while males account for 38%. This indicates a significant gender imbalance favoring female employees. Regarding educational background, a large portion of the staff holds a bachelor's degree (58%), followed by 36% who have

attended an institute. A smaller number possess a high school diploma (4%), and only 2% hold advanced degrees such as a master's or Ph.D., suggesting that most employees have at least some form of post-secondary education. When examining job roles, the majority of the staff (81.3%) fall under the general "employee" category, which likely includes various administrative and support functions. Medical professionals are represented by 13.1% serving as doctors, while leadership roles are scarce, with only 3.7% being heads of departments, and 0.9% each as supervisors and middle managers. In terms of work experience, the data shows that the hospital employs a relatively young workforce. The largest experience group includes those with 1–3 years (37.4%), closely followed by those with 4–6 years (31.8%). Additionally, 11.2% of employees have less than a year of experience, while 13.1% have 7–9 years, and only 6.5% have over 10 years. Overall, this demographic profile highlights a predominantly female, well-educated, and relatively early-career workforce with limited representation in senior roles.

4. RESEARCH FINDINGS

We used a method called Cronbach Alpha to check whether our survey results were reliable or not. This method tells us how well all the questions in the survey fit together and measure the same. Alpha Cronbach's high score means different answers to different questions are similar. For example, if someone answers a question with a high score, they will answer other questions with a high score. It's like asking the same questions to the same people in the same situation and getting the same answers every time. Alpha Cronbach scores between 0 and 1. If the score is less than 0.5, the results are unreliable. A range of 0.5 to 0.6 means good, 0.7 to 0.8 is good, 0.8 to 0.9 is great, more than 0.9 means the results are excellent.

4.1. Reliability

This section presents the key findings derived from the data collected during the study. It includes both descriptive and inferential analyses that explore the demographic characteristics of the participants as well as the reliability of the survey instruments used. The findings are organized to provide a clear understanding of the composition of the sample—covering gender, education, experience, and job title—and to assess the internal consistency of the survey scales related to religiosity, trust, job satisfaction, and stress. These results form the foundation for subsequent discussions and interpretations, helping to draw meaningful conclusions about the study's objectives.

Table 2: Cronbach's Alpha Results

Scale	Items	Cronbach's Alpha	Reliability Level
Religiosity	Rel1, Rel2, Rel3, Rel4	0.808	Good
Trust	Trust1, Trust2	0.934	Excellent
Job Satisfaction	Sat1, Sat2, Sat3	0.593	Acceptable
Stress	Stres1, Stres2, Stres3	0.714	Good

To evaluate the reliability of the survey items, Cronbach's Alpha was used to measure internal consistency (Table 2). The Religiosity scale, which included four items (Rel1 to Rel4), achieved a Cronbach's Alpha of 0.808, indicating good reliability. This suggests the items consistently measure the concept of religiosity, although item Rel2 showed slightly weaker alignment. The Trust scale, based on two items (Trust1 and Trust2), had an excellent reliability score of 0.934, with both items strongly correlated and contributing equally to the measurement. For Job Satisfaction, the reliability was lower, with a Cronbach's Alpha of 0.593, falling into the acceptable range. The third item (Sat3) appeared to be most critical to maintaining the overall consistency. Lastly, the Stress scale had a Cronbach's Alpha of 0.714, which reflects good reliability. Among the stress items, the second (Stres2) contributed most significantly to the scale's overall consistency. Overall, the reliability analysis indicates that the constructs of trust and religiosity are measured with high consistency, while job satisfaction and stress scales may benefit from refinement or additional items.

4.2. Correlation

The correlation analysis explores the relationships among four key variables: trust, religiosity, stress, and job satisfaction. The findings reveal several statistically significant relationships. First, trust and religiosity show a moderate positive correlation ($r = .322$, $p = .001$), suggesting that higher levels of interpersonal trust are associated with greater religiosity. Trust is also positively correlated with job satisfaction ($r = .536$, $p < .001$), indicating that individuals who have more trust tend to report higher satisfaction in their jobs. Conversely, trust is negatively correlated with stress ($r = -.317$, $p = .001$), meaning that individuals who are more trusting experience lower levels of stress.

Table 3: Correlations between variables

Variables	Trust	Religiosity	Stress	Job Satisfaction
Trust	1	.322 (p = .001)	-.317 (p = .001)	.536 (p < .001)
Religiosity	.322 (p = .001)	1	-.022 (p = .823)	.112 (p = .252)
Stress	-.317 (p = .001)	-.022 (p = .823)	1	-.494 (p < .001)
Job Satisfaction	.536 (p < .001)	.112 (p = .252)	-.494 (p < .001)	1

Note: Bolded correlations are statistically significant at the 0.01 level (2-tailed).

Interestingly, religiosity does not show any significant relationship with either stress ($r = -.022$, $p = .823$) or job satisfaction ($r = .112$, $p = .252$), suggesting that religious beliefs may not play a central role in influencing these two outcomes in this sample. Finally, there is a strong negative correlation between stress and job satisfaction ($r = -.494$, $p < .001$), implying that as stress increases, job satisfaction significantly decreases.

Overall, trust emerges as a critical variable, positively linked to desirable outcomes such as satisfaction and negatively associated with stress, while religiosity appears to have a more limited direct impact in this context.

4.3. Model Summary

The regression analysis was conducted to examine how trust (TR), religiosity (RE), and stress (ST) influence job satisfaction. The overall model was statistically significant ($F = 23.389$, $p < 0.001$), explaining 40.5% of the variance in job satisfaction ($R^2 = 0.405$), which indicates a moderately strong predictive power (Table 4).

Table 4: Model Summary

Model Statistics	Value
R	0.637
R Square	0.405
Adjusted R Square	0.388
Standard Error of Estimate	0.609
F (ANOVA)	23.389
Sig. (p-value, ANOVA)	0.000

Among the predictors, trust emerged as the strongest positive influence on job satisfaction ($B = 0.403$, $\beta = 0.434$, $p < 0.001$), suggesting that higher trust levels significantly improve employees' satisfaction at work (Table 6). Stress, in contrast, had a significant negative effect ($B = -0.309$, $\beta = -0.358$, $p < 0.001$), meaning that increased stress levels are associated with lower job satisfaction. Religiosity, however, did not have a statistically significant impact ($p = 0.655$), as indicated by its very low beta (-0.036) and small unstandardized coefficient (-0.044).

Table 6: Regression Results

Predictor	B (Unstd.)	Std. Error	Beta (Std.)	t	Sig. (p)
(Constant)	2.836	0.527	—	5.385	0.000
Trust (TR)	0.403	0.079	0.434	5.107	0.000
Religiosity (RE)	-0.044	0.099	-0.036	-0.448	0.655
Stress (ST)	-0.309	0.069	-0.358	-4.447	0.000

In summary, trust and stress are the key psychological factors driving job satisfaction in this model, with trust enhancing and stress diminishing employee satisfaction. Religiosity appears to play a negligible role in this relationship.

5. CONCLUSION

This study identifies the key factors influencing job satisfaction among healthcare workers in private hospitals in Sulaymaniyah, Iraqi Kurdistan. A strong positive relationship was found between trust among colleagues and job satisfaction, underscoring the vital role of interpersonal trust in fostering a supportive and engaging work environment. While religiosity did not have a significant direct effect on job satisfaction, the findings emphasize the importance of prioritizing trust, managing workplace stress, and promoting ethical leadership to enhance employee well-being and organizational outcomes. The significant negative correlation between stress and job satisfaction further highlights the need for effective stress management programs within healthcare settings. These insights carry important implications for healthcare management practices and policies, particularly those aimed at cultivating positive workplace cultures, improving patient care, reducing staff turnover, and enhancing overall institutional performance. Lastly, the study encourages further research into the multifaceted factors affecting job satisfaction in healthcare, including the potential moderating role of religiosity.

Recommendations

The findings of this study provide valuable guidance for improving job satisfaction and overall effectiveness within healthcare environments. First, building trust among colleagues should be a strategic priority. This can be achieved through transparent communication, equitable treatment, and encouraging teamwork. Second, stress management support is essential. Hospitals should offer stress reduction programs, counseling services, and ensure fair workloads to reduce employee burnout. Third, although religiosity was not found to have a direct impact on job satisfaction, it remains important to cultivate an inclusive environment where all beliefs are respected. A culture of acceptance can foster a sense of belonging and psychological safety. Fourth, leadership development is critical—healthcare leaders should be trained in ethical decision-making, empathetic communication, and staff support. Effective leadership plays a central role in shaping positive workplace dynamics. Finally, future research is encouraged to explore the deeper relationship between religiosity, spirituality, and employee well-being, as these factors may influence job satisfaction through indirect mechanisms such as moral support or personal coping strategies. By promoting trust, reducing stress, embracing inclusivity, and strengthening leadership, healthcare organizations can create environments where employees thrive and deliver high-quality patient care.

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