



## **A Study on Relationship between Job Satisfaction and Organizational Commitment at Hycare Super Speciality Hospital, Chennai.**

***Dr. K. R. Mahalaxmi<sup>1</sup>, S. Naveen Kumar<sup>2\*</sup>***

*Assistant Professor<sup>1</sup>, Department of Management Studies, Anna University, (BIT campus), Trichy*

*Post Graduate Student<sup>2</sup>, Department of Management Studies, Anna University, (BIT campus), Trichy.*

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### **ABSTRACT**

This study investigates the relationship between job satisfaction and organizational commitment among employees at Hycare Super Speciality Hospital, Chennai. Recognizing the critical role that employee attitudes play in the healthcare sector, this research aims to identify key factors contributing to job satisfaction and how these factors correlate with organizational commitment. Utilizing a structured questionnaire, data were collected from a representative sample of hospital staff, including doctors, nurses, and administrative personnel. The results reveal a significant positive correlation between job satisfaction and organizational commitment. Specifically, facets such as work environment, compensation, professional development opportunities, and managerial support emerged as strong predictors of organizational commitment. The findings suggest that enhancing job satisfaction can lead to higher levels of commitment, which in turn can improve overall hospital performance and patient care. The study concludes with recommendations for hospital management to develop targeted strategies aimed at boosting employee satisfaction and fostering a committed workforce.

Keywords: Job satisfaction, Organizational commitment, compensation & benefits, work environment

### **1. INTRODUCTION TO THE STUDY**

In the dynamic and demanding environment of healthcare, employee attitudes and behaviors significantly influence organizational effectiveness and patient outcomes. Job satisfaction and organizational commitment are two pivotal constructs in organizational behavior that determine not only the well-being of employees but also the overall performance of healthcare institutions. This study focuses on exploring the relationship between job satisfaction and organizational commitment among employees at Hycare Super Speciality Hospital, Chennai. In such a high-stakes environment, understanding the factors that contribute to job satisfaction and how they translate into organizational commitment is essential for maintaining a motivated and stable workforce. Job satisfaction refers to the extent to which employees feel content with their jobs, encompassing various elements such as work conditions, compensation, professional growth opportunities, and interpersonal relationships. Organizational commitment, on the other hand, reflects the degree to which employees identify with and are willing to invest effort in their organization. This study aims to investigate the specific aspects of job satisfaction that most strongly influence organizational commitment at Hycare Super Speciality Hospital. By identifying these key factors, the research seeks to provide actionable insights for hospital management to enhance employee satisfaction and commitment, ultimately leading to improved organizational performance and patient care quality.

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### **2. DEFINITION**

#### **2.1 JOB SATISFACTION**

Job satisfaction is defined as the extent to which healthcare professionals feel content, fulfilled, and motivated in their roles. The physical and psychological conditions in which healthcare professionals operate, including safety, cleanliness, and the overall atmosphere. Fair and competitive salary, health benefits, retirement plans, and other financial incentives. availability of ongoing training, education, and career advancement prospects. Ability to balance professional responsibilities with personal life, including manageable working hours and support for personal well-being. Acknowledgment of efforts and achievements, both formally and informally.

#### **2.2 ORGANIZATIONAL COMMITMENT**

Organizational commitment is defined as the psychological attachment and loyalty that healthcare professionals feel towards their employing organization. It reflects the extent to which they identify with the organization's goals and values, and their willingness to exert effort on behalf of the organization. The emotional attachment and involvement that healthcare professionals have with their organization. This dimension reflects their desire

to remain part of the organization because they genuinely care about it and feel a sense of belonging. The extent to which healthcare professionals feel that remaining with their organization is necessary due to the costs associated with leaving. This can include considerations like loss of benefits, financial security, or professional stability. The sense of obligation that healthcare professionals feel to stay with their organization. This can stem from personal values, ethical considerations, or a perceived duty to contribute to the organization that has invested in them.

### **2.3 RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT**

Numerous studies have demonstrated a strong positive correlation between job satisfaction and organizational commitment in healthcare settings. When healthcare professionals are satisfied with their jobs, they are more likely to develop a stronger emotional attachment to their organization (affective commitment), feel a greater sense of loyalty and obligation (normative commitment), and perceive fewer incentives to leave (continuance commitment).

## **3. REVIEW OF LITERATURE**

**Syed Mohammad Azeem and Nadeem Akhtar (2014):** The study examines the effects of perceived work-life balance and job satisfaction on organizational commitment among healthcare employees.

**Olfat A. Salem, Fatma M. Baddar and Hind M. AL-Mugatt (2016):** Organizational commitment and job satisfaction are jobs related attitudes that have received considerable attention from researchers around the world.

**Metin Kaplan, Emine Ogut, Asli Kaplan and Kadir Aksay (2012):** Organizational commitment is crucial to hospitals due to the critical role that employees play in the provision of healthcare service. **N. Kamakshi Priya and Dr. M. Kalyana Sundaram (2016):** Human resource is perceived as the valuable asset of the company with an increasing value over time; human resource is today considered one of the most crucial factors of the business success and has received increasing attention from the management.

**Gülfer Bektaş, Volkan Mısırlıoğlu and Emre İşçi (2021):** This study reported on the knowledge on the factors impacting job satisfaction and organizational commitment in the healthcare sector.

**Sonia Cherian, Ahed J Alkhatib and Megha Aggarwal (2018):** Employees determine the success of an organization. Their satisfaction and commitment increases effectiveness at both individual and organizational levels.

### **3.1 OBJECTIVES OF THE STUDY**

- To determine the correlation between job satisfaction and organizational commitment among employees at Hycare Super Speciality Hospital.
- To identify the factors contributing to job satisfaction.
- To analyze the dimensions of organizational commitment (affective, continuance, and normative).
- To evaluate the impact of demographic variables on job satisfaction and organizational commitment.

## **4. RESEARCH METHODOLOGY**

### **RESEARCH DESIGN**

A research design is the setup of parameters for data collection and analysis with the goal of balancing procedural economy with relevance to the research question. A research methodology serves as a technique of outlining an investigator's intended course of action. It addresses a research problem in a rational, methodical manner.

### **DESCRIPTIVE RESEARCH DESIGN**

Descriptive research is an excellent choice when the research purpose is to discover traits, frequencies, trends, and categories. It is useful when there is still a lot to learn about the topic or problem.

### **SAMPLING DESIGN**

#### **Census method**

A structured questionnaire was employed as a research method in the suggested study. Based on the objectives of the study, a structured questionnaire was prepared. Then a questionnaire was given to the employees and data was collected by direct survey method.

### **POPULATION SIZE**

Total population took for the study is 120.

#### **Survey Design**

A structured questionnaire was employed as a research tool for the planned study. The study's objectives served as the basis for the creation of a structured questionnaire. Then the questionnaire was given into the employees of Hycare Super Speciality Hospital, Chennai and the data was collected by field survey method.

#### 4.2 SOURCE OF DATA COLLECTION

The process of gathering information from all relevant sources in order to test the hypothesis, address the research question, and assess the results is known as data collection.

- **Primary Data**
- **Secondary Data**

#### QUESTIONNAIRE DESIGN

The structured questionnaire was used to collect the data from the employees of Hycare Super Speciality Hospital. Responses to closed-ended questions were used to gather data.

#### SCALING TECHNIQUE

Five Point Likert scale have been used.

#### 4.3 PILOT STUDY

The primary study was carried out after the pilot study. The structured questionnaire was given to the employees of Hycare Super Speciality Hospital, Chennai. The data was collected through questionnaire. A sample of 15 was taken to test the validity and reliability of the questionnaire. The questionnaire's reliability was examined through a reliability check. Cronbach's Alpha value is 0.865 which means the questionnaire is highly reliable.

**TABLE NAME:** Reliability check

Reliability Statistics	
Cronbach's Alpha	N of Items
.865	36

#### 4.4 STATISTICAL TOOL USED

For analysis and interpretation, the data collected from the questionnaires were considered and analyzed as follows.

- PERCENTAGE ANALYSIS
- CORRELATION ANALYSIS

## 5. DATA ANALYSIS AND INTERPRETATION

### 5.1 PERCENTAGE ANALYSIS

**Table No:** 5.1.1

**Table name:** Does your job satisfaction enhances the sense of belonging and identification with the organization.

S.NO	Factor	No. of Respondents	Percentage
1	Strongly Agree	49	40.8
2	Agree	67	55.8
3	Neutral	4	3.3
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	120	100

Source: primary data

**Interpretation**

From the above table 5.1.1 inferred that 3.3% of the respondents are Neutral, 55.8% of the respondents are Agree and 40.8% of the respondents are Strongly Agree in the likert scale.

**Inference**

Majority 55.8% of the respondents are Strongly Agree that their job satisfaction enhances the sense of belonging and identification with the organization.

Figure No: 4.1.1

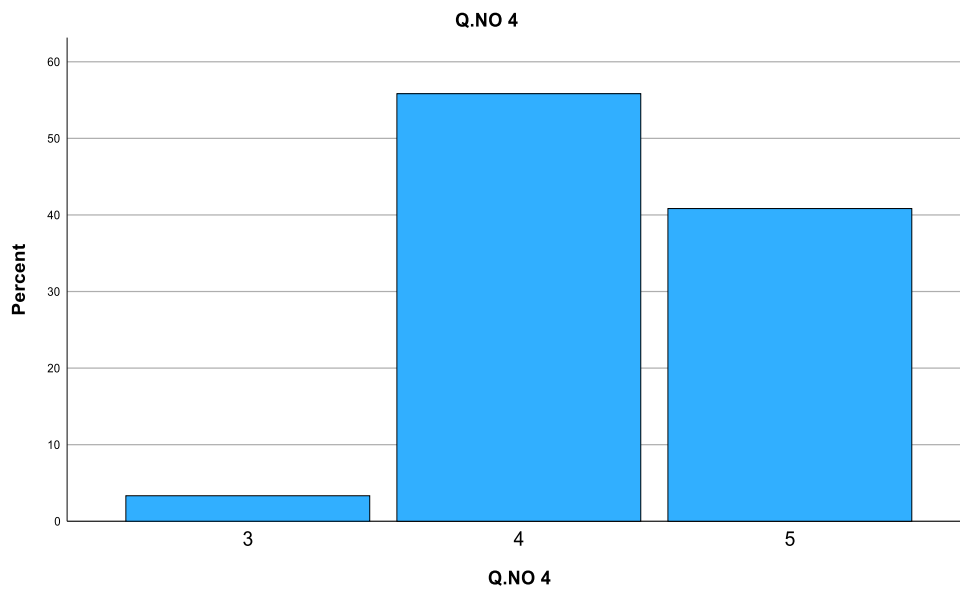
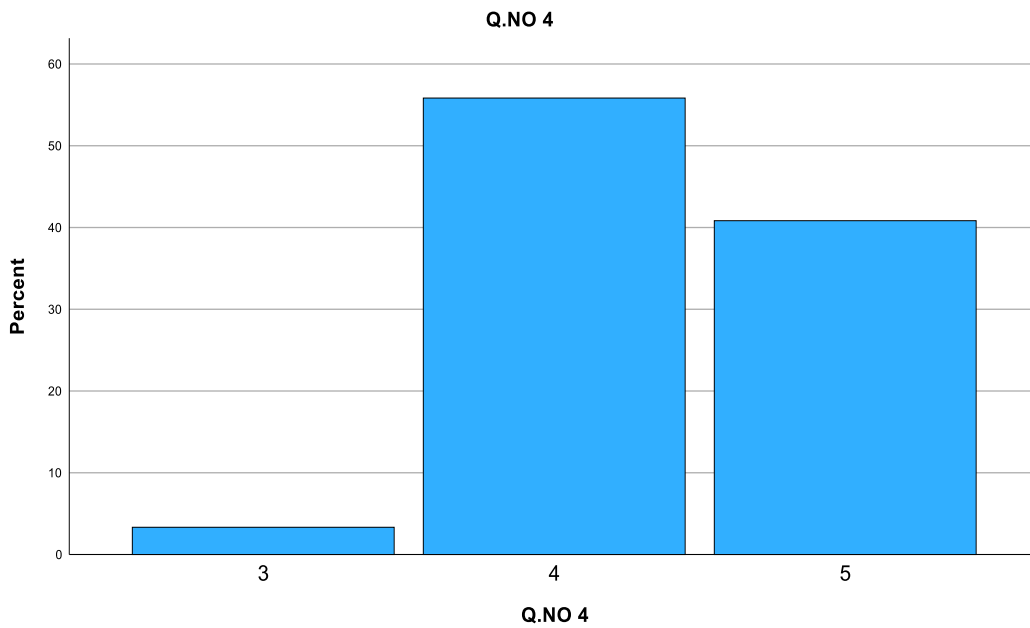


Table No: 5.1.2

Table name: The compensation and benefits I receive have a significant impact on my overall commitment to the organization in the healthcare sector.

S.NO	Factor	No. of Respondents	Percentage
1	Strongly Agree	53	44.2

2	Agree	63	52.5
3	Neutral	4	3.3
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	120	100

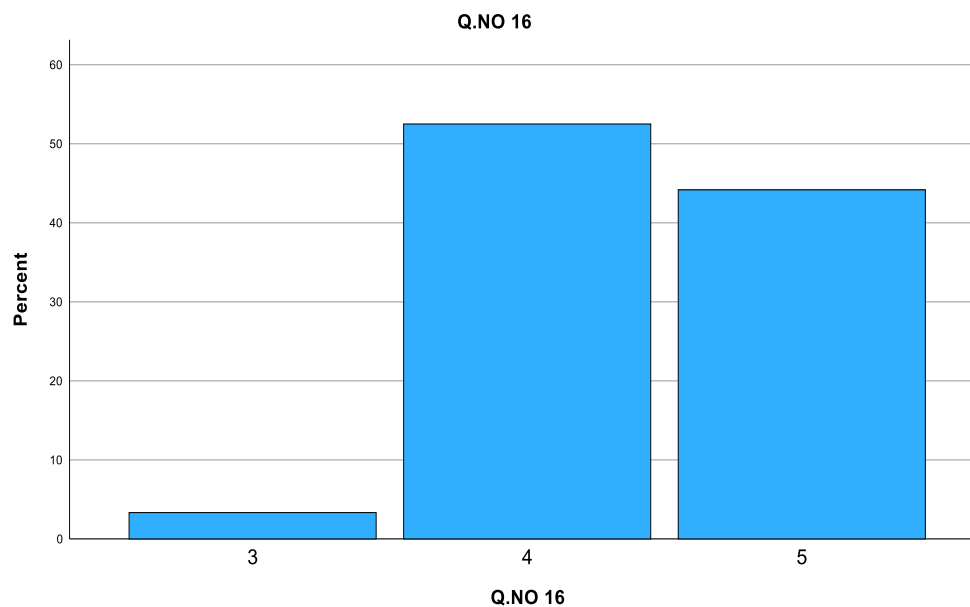
Source:

**primary data****Interpretation**

From the above table 5.1.2 inferred that 3.3% of the respondents are Neutral, 52.5% of the respondents are agree and 44.2% of the respondents are strongly agree in the likert scale.

**Inference**

Majority 52.5% of the respondents are that the compensation and benefits they receive have a significant impact on their overall commitment to the organization in the healthcare sector.

**Figure No: 5.1.2****Table No: 5.1.3**

**Table name:** Do you have access to all necessary tools and equipment to perform your job effectively?

S.NO	Factor	No. of Respondents	Percentage
1	Strongly Agree	53	44.2
2	Agree	62	51.7
3	Neutral	5	4.2
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	120	100

Source: primary data

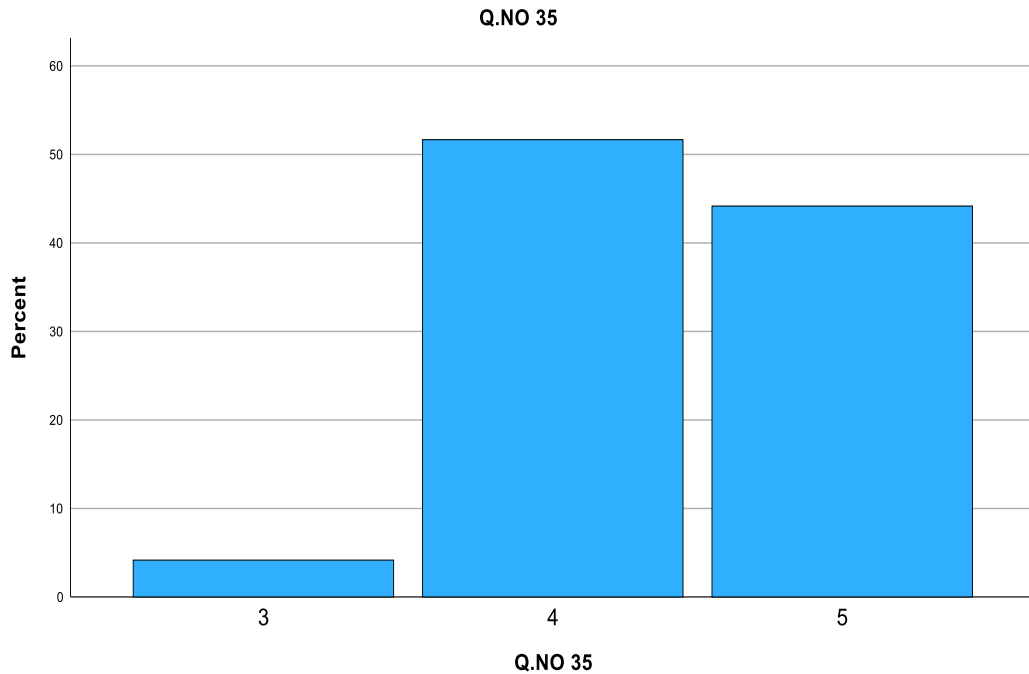
**Interpretation**

From the above table 5.1.3 inferred that 4.2% of the respondents are Neutral, 51.7% of the respondents are agree and 44.2% of the respondents are strongly agree in the likert scale.

**Inference**

Majority 51.7% of the respondents are agree with they have access to all necessary tools and equipment to perform their job effectively.

**Figure No: 5.1.3**



**5.2 CORRELATION ANALYSIS**

**HYPOTHESIS I**

**NULL HYPOTHESIS (H<sub>0</sub>):** There is no significant relationship between the Organizational Culture and Work Condition.

**ALTERNATIVE HYPOTHESIS (H<sub>1</sub>):** There is significant relationship between the Organizational Culture and Work Condition.

**Table No: 5.2.1**

**Table Name: Organizational Culture and Work Condition.**

Correlations			
		Working Hours	Organizational Commitment
Working Hours	Pearson Correlation	1	.807 <sup>*</sup>
	Sig. (2-tailed)		<.001
	N	120	120
Organizational Commitment	Pearson Correlation	.807**	1
	Sig. (2-tailed)	<.001	
	N	120	120
*. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

### Interpretation

From the table 5.2.1, it is inferred that significant value  $<.001$  is less than the critical value 0.01. Hence  $H_0$  is rejected and  $H_1$  is accepted. There is significant relationship between the Organizational Culture and Work Condition.

### Inference

Therefore, there is significant relationship between the Organizational Culture and Work Condition.

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## 6. FINDINGS OF THE STUDY

### 6.1 PERCENTAGE ANALYSIS

- Majority 55.8% of the respondents are Strongly Agree that their job satisfaction enhances the sense of belonging and identification with the organization.
- Majority 52.5% of the respondents are that the compensation and benefits they receive have a significant impact on their overall commitment to the organization in the healthcare sector.
- Majority 51.7% of the respondents are agree with they have access to all necessary tools and equipment to perform their job effectively.

### 6.2 CORRELATION ANALYSIS

Null hypothesis ( $H_0$ ) is rejected and Alternative hypothesis ( $H_1$ ) is accepted. Therefore there is significant relationship between the Organizational Culture and Work Condition.

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## 7. SUGGESTIONS

- Develop targeted strategies to enhance employee engagement based on identified factors.
- Implement recognition and reward programs.
- Foster a supportive work environment and effective leadership.
- Create career development and training opportunities.
- Ensure competitive compensation and benefits.

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## 8. CONCLUSIONS

This study aimed to explore the relationship between job satisfaction and organizational commitment among employees at Hycare Super Speciality Hospital, Chennai. The findings confirm a significant positive correlation between these two critical constructs, highlighting the importance of job satisfaction as a key driver of organizational commitment in the healthcare sector. The results of this study underscore the necessity for hospital management to prioritize employee satisfaction to foster a committed and motivated workforce. By addressing the specific factors that enhance job satisfaction, Hycare Super Speciality Hospital can improve employee retention, boost morale, and ultimately enhance the quality of patient care and organizational performance. In conclusion, fostering a positive and satisfying work environment is essential for developing a committed workforce in the healthcare sector. Hycare Super Speciality Hospital's management can leverage these insights to create a more engaged, loyal, and high-performing team, ensuring sustained excellence in patient care and organizational success.

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