



Decoding Job Satisfaction Among Health Care Employees: Key Determinants

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Abstract: Job satisfaction has a crucial role in influencing employee performance, retention, and overall success of organizations, especially in the Information Technology (Health Care) industry. This research examines the distinct elements of salary structure, employment stability, interpersonal relationships among colleagues, and the equilibrium between work and personal life that impact the level of job contentment among employees in the field of information technology. The study assesses the relative influence of these elements on overall work satisfaction by conducting a thorough survey of Health Care professionals from different firms. The results indicate that both competitive salary structures and employment stability have a substantial impact on job satisfaction. Additionally, fostering strong relationships among colleagues and maintaining a healthy equilibrium between work and personal life are also key factors. The research emphasizes that while monetary remuneration is crucial, non-monetary factors like as interpersonal connections and work-life balance are as vital for a content and efficient staff. These findings may help Health Care organizations create focused initiatives to enhance work happiness and decrease turnover, eventually leading to improved organizational efficiency and employee well-being. This study contributes to the existing knowledge by specifically examining crucial factors in the Health Care industry, offering significant insights for both academic and practical purposes.

Keywords: *PayScale, Job Security, rapport, work life balance, Job Satisfaction.*

INTRODUCTION

Job satisfaction is a vital factor in determining employee productivity, retention, and overall organizational performance in the fast-changing Information Technology (Health Care) industry. With the continuous growth of the sector, the task of recruiting and maintaining highly skilled individuals has grown more and more difficult. Gaining insight into the variables that impact job satisfaction is crucial for Health Care organizations seeking to sustain a competitive advantage and cultivate a driven, high-achieving staff. Job satisfaction is a complex notion that is affected by a variety of internal and external circumstances. Pay scale, job stability, rapport among workers, and work-life balance are often emphasized as important factors. An equitable salary structure guarantees that workers see their efforts as adequately rewarded, so directly influencing their motivation and allegiance to the firm. Job security



fosters a feeling of stability, reducing anxiety and enabling workers to concentrate on their duties without the persistent worry of losing their job. An equally significant factor is the rapport among workers, which plays a crucial role in creating a happy work atmosphere and improving cooperation and communication. Developing robust interpersonal ties in the workplace may enhance job satisfaction by cultivating a feeling of inclusion and assistance. Furthermore, attaining a harmonious equilibrium between work and personal life is crucial for the physical and mental welfare of employees, warding off exhaustion and guaranteeing consistent levels of making services. The objective of this research is to investigate the impact of several elements, including pay scale, job security, rapport among workers, and work-life balance, on job satisfaction among Health Care personnel. The study aims to analyze these components in order to provide significant insights that will assist Health Care firms in formulating focused strategies to boost work satisfaction, enhance staff retention, and ultimately achieve organizational success.

OBJECTIVES

- To identify the demographic profile and job profile of the respondents
- To analyses the relationship between factors affecting Job Satisfaction

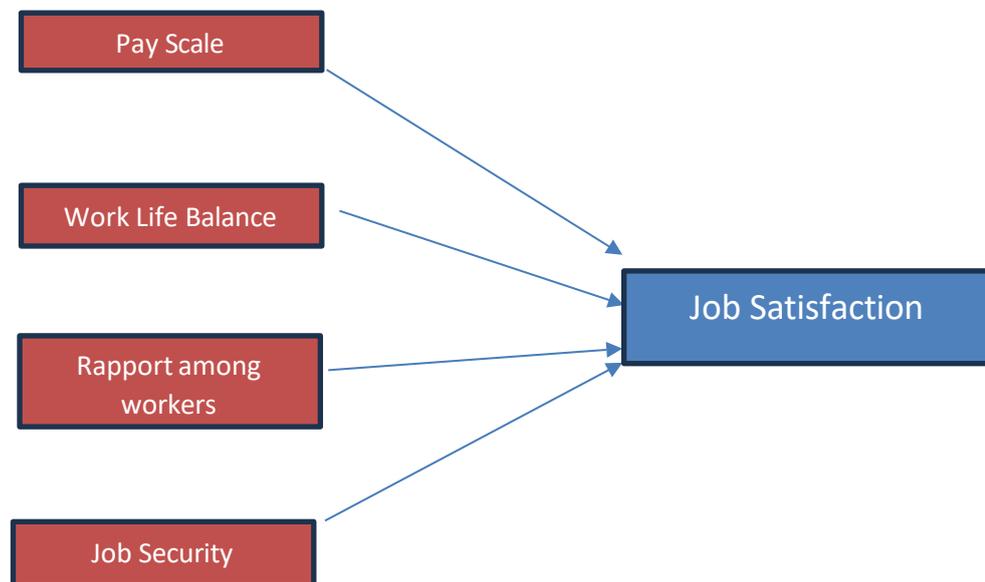
REVIEW OF LITERATURE

Kumar and Babu (2020) examined the correlation between emotional intelligence (EI) and work satisfaction among employees in the Health Care industry. Their research, carried out in Coimbatore, India, revealed a substantial and favourable association between emotional intelligence (EI) and work satisfaction. Employees with elevated levels of emotional intelligence (EI) demonstrated superior abilities in effectively handling stress and overcoming professional problems, resulting in increased levels of job satisfaction. **Shaikh et al. (2021)** examined the influence of work-life balance on job satisfaction, specifically in the context of the COVID-19 pandemic. Their research on female Health Care professionals in Pune, India, emphasized that job satisfaction while working from home was greatly affected by marital status and family structure. The results indicate that the presence of support systems and the availability of flexible work arrangements are essential for preserving job satisfaction in remote work environments. **Kim and Hur (2017)** investigated the variables that influence job satisfaction among workers in the Information Communication Technology (ICT). Job stress was recognized as a prominent detrimental element. Additionally, their research revealed that elements such as employment security, advancement structures, and alignment between job



tasks and personal preferences had a beneficial impact on job satisfaction. Improving work environment and support systems is crucial for boosting job satisfaction by addressing working stress. **Aristana et al. (2023)** investigated the impact of transformational leadership and organizational culture on work satisfaction in the hotel business, which experiences similar stresses as the Health care sector. Their research suggests that while transformative leadership by itself did not have a direct effect on work happiness, it had a considerable impact on organizational culture. This, in turn, completely mediated the connection between leadership and job satisfaction. The findings indicate that cultivating a favorable company culture is essential for augmenting work satisfaction.

CONCEPTUAL FRAME WORK



VARIABLE CLASSIFICATION

Independent Variables

- Pay Scale (PS)
- Work Life Balance (WLB)
- Rapport among Workers (RAW)
- Job Security (JS)

Response variable

- Job Satisfaction (JAS)



SCOPE OF THE STUDY

1. The respondents for this study only from Chennai District
2. The research tool adopted in this study were chi-square test and one sample T test
3. The Context of Work from Health care Sector only have been focused in this research study
4. Factors such Pay Scale, Work Life Balance, Rapport among Workers and Job Security have been primarily focused in this research article.

LIMITATION OF THE STUDY

1. This research is confined to Chennai district only. Hence, generalization of findings in slightly not possible for overall Health care Industry employees
2. This research only focused on selected Health Care firms in Chennai

IDENTIFIED PROBLEM

The Health Care (Medical) sector is distinguished by rapid progress, substantial requirements, and fierce rivalry for proficient experts. Employee work satisfaction has become a crucial element affecting productivity, retention, and overall organizational success as firms aim to stay competitive. Despite its significance, several Health care firms have difficulties in recognizing and resolving the fundamental elements that contribute to work satisfaction, resulting in elevated turnover rates and diminished employee morale. This research investigates the topic by analysing the distinct variables of salary structure, employment stability, camaraderie among employees, and equilibrium between work and personal life, which are often identified as crucial factors influencing job satisfaction. Comprehending the impact of these aspects on the work satisfaction of Health Care professionals is crucial for devising efficient methods to enhance employee welfare and organizational achievement. Insufficient comprehension of these elements puts Health Care organizations at risk of encountering persistent issues such as employee discontent, frequent staff turnover, and diminished productivity. The issue at hand is the need for a thorough examination of the elements that influence job satisfaction among Health Care personnel, specifically emphasizing salary structure, employment stability, camaraderie among colleagues, and the equilibrium between work and personal life. The research attempts to fill this vacuum by providing practical insights that may assist Health Care firms in improving job satisfaction, perception towards services, and fostering a more supportive and prolific work environment.



RESEARCH METHODOLOGY

145 samples were collected using a judgmental sampling strategy for this investigation. Both primary and secondary sources are included in this research paper. But the majority of the main data used in this research was obtained from surveys that were sent to a number of Health Care employees in the Chennai region. The data analysis software tools used were SPSS 2026. Chi – Square Test, One Sample T Test and Reliability Analysis were all used in this study as research methodologies.

RELIABILITY TEST

Reliability Statistics	
Cronbach's Alpha	N of Items
.874	5

INTERPRETATION

The reliability test is conducted to evaluate the validity of the questionnaire and the item's internal consistency. The Cronbach's alpha should be excellent if it is more than 0.08, according to the criterion. This survey's overall Cronbach's alpha score of 0.874 demonstrates its validity and accuracy. As a result, further analysis on the gathered data is possible.

Hypothesis Testing (One Sample T Test)

H₀= There is no significant relationship between External Factors and work satisfaction of the employees.

H₁= There is a significant relationship between External Factors and work satisfaction of the employees.



One-Sample Statistics				
Factors	N	Mean	Std. Deviation	Std. Error Mean
Pay Scale	145	4.30	.891	.074
Work Life Balance	145	4.32	.887	.074
Job Security	145	4.39	.923	.077
Rapport Among Workers	145	4.38	.915	.076

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
PS	17.528	144	.000	1.297	1.15	1.44
WLB	17.874	144	.000	1.317	1.17	1.46
JS	18.181	144	.000	1.393	1.24	1.54
RAW	18.331	144	.000	1.393	1.24	1.54

INTERPRETATION

The Mean value of PayScale (4.30), Work Life Balance (4.32), Job Security (4.39) and Rapport among Workers (4.38) are statistically significant at the 5% level, with the P – Value of less than 0.05. Therefore, the notion of a null hypothesis is rejected. The study shows that there is a statistically significant difference in the parameters related to job satisfaction.



Hypothesis Testing (Chi – Square)

H₀= There is no association between external factors and job satisfaction of the employees.

H₁= There is an association between external factors and job satisfaction of the employees.

Association Between	Pearson Value	Degree of Freedom	P Value (2 Sided)
Pay Scale and Job Satisfaction	178.071	16	0.000
Work Life Balance and Job Satisfaction	129.976	16	0.000
Job Security and Job Satisfaction	188.314	16	0.000
Rapport and Job Satisfaction	177.674	16	0.000

INTERPRETATION

- The Pearson Chi – Square value is 178.071 with 16 Df. The associated P Value is 0.000, which is less than the significance level at 5%. This implies that there is a significant association between Pay Scale and Job satisfaction level based on the Pearson chi – square value.
- The Chi – Square value is 129.976 with 16 Df. The associated P Value is 0.000, which is less than the significance level at 5%. This indicates that there is a significant association between Work Life Balance and Job satisfaction level based on the Pearson chi – square value.
- The Pearson Chi – Square value is 188.317 with 16 Df. The associated P Value is 0.000, which is less than the significance level at 5%. This implies that there is a significant association between Job Security and Job satisfaction level based on the Pearson chi – square value.
- The Chi – Square value is 177.674 with 16 Df. The associated Probability Value is 0.000, which is less than the significance level at 5%. This implies that there is a significant association between Rapport among workers and Job satisfaction level based on the Pearson chi – square value.



CONCLUSION

This research has examined the variables that impact job satisfaction among Health Care personnel, with a specific emphasis on salary, job stability, interpersonal relationships among colleagues, and the equilibrium between work and personal life. The results highlight the intricate interaction between these factors in influencing total work satisfaction in the Health Care industry. Competitive compensation and work stability are important factors that contribute significantly to job satisfaction. They provide employees with financial security and peace of mind, which are crucial for maintaining motivation and dedication to their tasks. Furthermore, the Caliber of interpersonal interactions inside the workplace, as seen by the rapport between colleagues, is essential for cultivating a supportive and cooperative atmosphere. Positive interactions have the potential to boost employee morale and foster a feeling of belonging, ultimately leading to increased work satisfaction. Work-life balance is crucial since it immediately affects workers' well-being and their capacity to efficiently handle both their professional and personal commitments. Attaining a harmonious equilibrium aid in averting burnout, resulting in elevated degrees of work contentment and general efficiency. The study's findings emphasize the need of Health Care businesses adopting a comprehensive strategy to addressing work satisfaction. While offering competitive remuneration and ensuring job stability are essential, cultivating strong interpersonal connections and advocating for a harmonious work-life balance are as crucial. By giving priority to these aspects, Health Care firms may establish a work atmosphere that is more captivating and supportive, thereby improving employee contentment, decreasing staff turnover, and fostering organizational achievement.

To summarize, a thorough comprehension of the elements influencing work satisfaction among Health Care personnel may provide businesses with the means to create specific strategies that enhance employee well-being and organizational success. Subsequent research endeavours may go into other possible causes and examine variances particular to different industries in order to expand upon these results.

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