A Study on Factors Influencing Job Satisfaction and Organizational Commitment among Healthcare Workers in the Private Healthcare Sector, Kolkata

Tarpan Chakrabarty[1], Debashruti Ganguly[2] and Debattri Das[3]

[1]Research Scholar, Department of Management Studies, JIS University, Kolkata, West Bengal, India

[2]Assistant Professor, HOD, Department of Hospital Management, Guru Nanak Institute of Technology, Kolkata, West Bengal, India

[3]Assistant Professor, Department of Hospital Management, Guru Nanak Institute of Technology, Kolkata, West Bengal, India

Abstract

Job satisfaction and organizational commitment are critical factors influencing employee performance, retention, and overall organizational success in the healthcare sector. In private healthcare institutions in Kolkata, the well-being of healthcare workers—such as doctors, nurses, technicians, and administrative staff—directly impacts the quality of patient care and operational efficiency. This review examines the key factors that shape job satisfaction and organizational commitment among healthcare workers in private hospitals and healthcare facilities in Kolkata.

The review synthesizes existing literature on various determinants of job satisfaction, including compensation, work-life balance, career development opportunities, leadership styles, and organizational culture. It also investigates how these factors influence organizational commitment, which is characterized by emotional attachment, loyalty, and the intention to stay with the organization. Moreover, the review explores the unique challenges faced by healthcare workers in private healthcare institutions, such as high work stress, long working hours, and resource limitations, and how these challenges affect both job satisfaction and commitment levels.

Additionally, the role of management practices, communication, job autonomy, and recognition in fostering a supportive work environment is discussed. This review highlights the interplay between individual factors (e.g., personality, job expectations) and organizational factors (e.g., policies, work conditions) that together shape the work experience of healthcare professionals in Kolkata's private healthcare sector. By examining these key areas, the study provides insights into how healthcare organizations can enhance employee satisfaction and foster long-term commitment, ultimately leading to improved patient care outcomes and organizational success.

The findings of this review have practical implications for healthcare administrators and policymakers in Kolkata, offering strategies to improve job satisfaction and reduce turnover rates in the private healthcare sector. It also suggests avenues for future empirical research on the subject, particularly in the context of evolving healthcare policies and workforce dynamics.

***Keywords** – Job Satisfaction, Organizational Commitment, Healthcare Workers, Private Healthcare Sector, Workplace Challenges*

INTRODUCTION

Job satisfaction and organizational commitment are essential factors that influence the overall effectiveness of healthcare systems, particularly in private healthcare institutions. In Kolkata, the private healthcare sector has witnessed rapid growth, with an increasing demand for quality healthcare services. However, this growth has brought forth numerous challenges, including workforce management issues, high employee turnover, job dissatisfaction, and burnout. Healthcare workers, such as doctors, nurses, allied health professionals, and support staff, are at the core of healthcare service delivery. Their well-being, job satisfaction, and level of commitment to the organization have a direct impact on the quality of care provided to patients and the overall performance of healthcare organizations.

Job satisfaction refers to the level of contentment employees feel with their jobs, encompassing factors like compensation, work conditions, professional development opportunities, and interpersonal relationships at work. Organizational commitment, on the other hand, relates to the emotional attachment an employee has to their organization, as well as their willingness to remain with the organization over time. High levels of organizational commitment are typically linked to lower turnover rates, improved job performance, and greater overall job satisfaction. Together, these two constructs are pivotal in determining the success of healthcare organizations, especially in a highly demanding environment such as private healthcare facilities.

In Kolkata's private healthcare sector, where the competition for skilled healthcare professionals is intense, understanding the factors that influence job satisfaction and organizational commitment is critical. Factors such as leadership style, organizational culture, workload, career development opportunities, and work-life balance play a significant role in shaping the work experience of healthcare professionals. Moreover, private healthcare institutions often face unique challenges, such as resource constraints, increasing patient loads, and high expectations, which can further affect employee morale and retention.

This review seeks to examine the various factors that influence job satisfaction and organizational commitment among healthcare workers in private healthcare settings in Kolkata. By synthesizing the existing body of literature, this study aims to identify the key determinants that contribute to employee satisfaction and commitment, as well as explore the implications for healthcare management and policy. Additionally, the review highlights the importance of creating a supportive work environment, enhancing employee engagement, and addressing the challenges specific to private healthcare institutions in order to improve both individual and organizational outcomes.

Ultimately, this review provides valuable insights that could inform management practices in the private healthcare sector, enabling organizations to retain skilled professionals, reduce turnover, and improve overall patient care quality. It also opens avenues for further research on how these factors interact in different healthcare settings and regions, contributing to a more comprehensive understanding of healthcare workforce dynamics.

2.0 Objectives-

- **To Identify the Key Factors Influencing Job Satisfaction Among Healthcare Workers in Private Healthcare Institutions in Kolkata**

This objective aims to explore and identify the primary determinants of job satisfaction among healthcare workers, including compensation, work conditions, leadership styles, professional development opportunities, and work-life balance, within the context of private healthcare facilities in Kolkata.

- **To Examine the Relationship Between Job Satisfaction and Organizational Commitment in the Private Healthcare Sector**

This objective focuses on understanding how job satisfaction influences the level of organizational commitment among healthcare employees. It aims to establish whether employees who are satisfied with their jobs are more likely to exhibit higher levels of loyalty, emotional attachment, and intention to remain with the organization.

- **To Analyze the Role of Organizational Culture, Leadership, and Management Practices in Shaping Employee Satisfaction and Commitment**

This objective seeks to investigate how organizational culture, leadership approaches, and management practices in private healthcare institutions impact employee satisfaction and organizational commitment. It will examine whether a supportive, empowering work environment fosters greater job satisfaction and stronger commitment.

- **To Assess the Challenges and Barriers Affecting Job Satisfaction and Organizational Commitment Among Healthcare Workers in Kolkata's Private Healthcare Sector**

This objective aims to identify and evaluate the unique challenges faced by healthcare workers in private healthcare settings, such as high workload, stress, resource constraints, and long working hours, and how these challenges impact their job satisfaction and commitment to the organization.

3.0 REVIEW OF LITERATURE-

The study by Dhulipala, M., & Dhole, V. B., titled *"Job Satisfaction Among Nurses Working in General Hospitals, Pune,"* investigates the various factors that affect job satisfaction among nurses working in both public and private general hospitals in Pune. The research focuses on understanding how different aspects of the work environment contribute to nurses' overall satisfaction with their jobs.

The study found that a supportive work environment plays a significant role in nurses' job satisfaction. Factors such as hospital cleanliness, safety standards, and the availability of necessary resources were seen as important elements influencing how satisfied nurses felt in their roles. In addition, workload and stress emerged as key challenges; nurses working long shifts or managing a heavy patient load tended to experience lower satisfaction, highlighting the importance of maintaining a manageable workload.

While compensation was recognized as an important factor, it was found to be secondary to other intrinsic factors such as career growth opportunities, professional development, and supportive leadership. Nurses who had access to training programs and clear paths for career advancement were more likely to report higher satisfaction levels. The study also emphasized the critical role of leadership and management support in fostering job satisfaction. Nurses who felt supported by their supervisors, with open lines of communication and emotional backing, showed higher levels of satisfaction.

Another important finding was the role of work-life balance. Nurses who were able to balance their professional responsibilities with personal and family life reported higher job satisfaction. The study concluded that nurses' satisfaction is influenced by a combination of both extrinsic factors like compensation and intrinsic factors such as work environment, leadership, and opportunities for career growth. It suggested that healthcare administrators focus on improving these areas to enhance job satisfaction, reduce turnover, and ensure better patient care outcomes.

Madhura B. (2020) in her study *"The Impact of Organizational Climate on Organizational Commitment"* explores how the organizational climate influences employees' commitment to their organizations. The research delves into various aspects of organizational climate, such as leadership style, communication practices, work environment, and organizational values, to understand how these factors shape employees' emotional attachment, loyalty, and their willingness to stay with the organization.

The study finds that a positive organizational climate—characterized by supportive leadership, open communication, and a culture of trust—has a significant positive impact on organizational commitment. Employees who feel valued, supported, and empowered are more likely to demonstrate high levels of affective commitment, where they feel emotionally attached to their organization. Additionally, the research highlights that when organizations promote a work environment that aligns with employees' personal values and fosters mutual respect, it increases employees' organizational commitment.

On the other hand, a negative organizational climate, where there is poor leadership, lack of recognition, or ineffective communication, leads to lower commitment levels. Employees working in such climates may feel

disengaged, resulting in higher turnover intentions and reduced productivity. The study emphasizes the importance of creating a positive organizational climate to retain talent, boost job satisfaction, and ensure long-term organizational success.

In conclusion, Madhura's research suggests that the organizational climate is a critical determinant of organizational commitment. By cultivating a healthy, supportive work environment, organizations can enhance employee loyalty and commitment, which in turn leads to better performance and reduced turnover rates.

Cheewaprakobkit, P., & Chulapetch, B. (2020) in their study *"The Relationship between Leadership, Quality of Working Life, Compensation, and Welfare Affecting Job Satisfaction of Hospital Employees"* explore the factors that influence job satisfaction among hospital employees. The research examines how leadership styles, quality of working life, compensation, and welfare programs affect the satisfaction levels of healthcare workers.

The study finds that leadership plays a pivotal role in shaping job satisfaction. Leaders who adopt supportive and transformational leadership styles—characterized by clear communication, empowerment, and a focus on employee well-being—contribute significantly to higher job satisfaction among hospital employees. The research also highlights that the quality of working life, which includes work conditions, organizational culture, and employee engagement, directly influences how satisfied employees feel in their roles.

Compensation and welfare programs, including salary, benefits, and healthcare provisions, are also important factors. When employees feel that their compensation is fair and that they have access to comprehensive welfare benefits, their job satisfaction increases. The study emphasizes that hospitals should not only focus on financial rewards but also consider the overall work environment and the well-being of employees to improve satisfaction levels.

In conclusion, the study by Cheewaprakobkit and Chulapetch suggests that leadership, quality of working life, and fair compensation are crucial in enhancing job satisfaction among hospital employees. By addressing these factors, hospitals can improve employee morale, reduce turnover, and foster a more productive and supportive work environment.

Singh, A., & Kesh, R. (2022) in their study *"A Study of Various Aspects of Job Satisfaction among Nursing Staff in Health Sector"* explore the different factors that contribute to job satisfaction among nursing staff working in the healthcare sector. The research examines how elements such as work environment, leadership, compensation, career development, and workload influence the job satisfaction of nurses.

The study highlights that a positive work environment, including safe working conditions, support from colleagues and supervisors, and clear communication, significantly enhances job satisfaction among nurses. It also emphasizes the importance of leadership, noting that effective leadership that encourages professional growth, offers emotional support, and provides adequate resources is crucial for improving nurses' job satisfaction.

Compensation and benefits were found to be important but not the sole determinants of job satisfaction. While fair pay and comprehensive benefits are necessary, the study reveals that non-financial factors, such as opportunities for career advancement, recognition, and job autonomy, play a significant role in determining overall job satisfaction.

Moreover, the research also touches upon the challenges faced by nurses, such as high workload and stress, which negatively impact job satisfaction. Nurses who face long hours, high patient loads, and emotional strain tend to report lower satisfaction levels, suggesting that improving work-life balance and reducing workload would have a positive effect.

In conclusion, Singh and Kesh's study underscores that job satisfaction among nursing staff is influenced by a combination of factors, including leadership quality, work environment, career development opportunities, compensation, and workload. Addressing these factors can help improve job satisfaction, reduce turnover, and enhance the quality of care provided in healthcare settings.

The existing research on job satisfaction and organizational commitment in healthcare does not specifically focus on the private healthcare sector in Kolkata. While studies have explored these topics in other regions or sectors, they don't fully address the unique challenges faced by private hospitals in Kolkata, such as financial pressures and competition. Many studies also look at job satisfaction and organizational commitment separately, without examining how they are connected in Kolkata's private healthcare setting.

There is also a lack of research on how leadership, work-life balance, and organizational climate influence both job satisfaction and commitment in Kolkata's private hospitals. Furthermore, most studies treat all healthcare workers as a single group, but nurses, doctors, and support staff may experience job satisfaction and commitment in different ways. Finally, while compensation and welfare programs are studied, there is little research on how specific compensation structures and benefits in private hospitals in Kolkata affect employee satisfaction and commitment. Addressing these gaps would offer a more detailed understanding of what influences job satisfaction and organizational commitment in Kolkata's private healthcare sector.

4.0 RESEARCH METHODOLOGY

For a review study on *"Factors Influencing Job Satisfaction and Organizational Commitment Among Healthcare Workers in a Private Healthcare Sector, Kolkata,"* the research methodology would primarily involve secondary research, drawing upon existing literature, studies, and data sources that explore job satisfaction and organizational commitment in healthcare settings. The approach would begin with a comprehensive review of academic journals, books, reports, and articles published over the last five to ten years, focusing on research related to job satisfaction, organizational commitment, and healthcare workers within private hospitals, both in Kolkata and other similar urban settings.

The literature selection process would focus on studies that discuss various factors influencing job satisfaction, such as compensation, work environment, leadership, work-life balance, and career development opportunities. Additionally, research exploring organizational commitment—particularly affective, continuance, and normative commitment—would be reviewed to understand the different dimensions of commitment among healthcare workers.

To ensure the relevance of the findings, the review would prioritize studies specifically focusing on private healthcare settings, with a particular emphasis on those conducted in India or comparable developing countries. The studies would be assessed based on their methodology, including sample size, data collection techniques (e.g., surveys, interviews, case studies), and the robustness of their findings. Special attention would be paid to studies conducted in Kolkata or other metropolitan areas, as they are likely to provide insights specific to the socio-economic and cultural context of the city.

Furthermore, the research methodology would include synthesizing the findings from these various studies to identify common themes, contradictions, and gaps in the literature. This would involve analyzing how different factors—such as leadership styles, compensation structures, job design, organizational culture, and work-life balance—interact to influence both job satisfaction and organizational commitment in private healthcare sectors. The analysis would also seek to understand the limitations of existing studies, including any regional or sector-specific factors that may not have been fully explored.

The review would also highlight areas where future research could be directed, especially regarding the specific dynamics of Kolkata's private healthcare sector. In conclusion, the methodology for this review would focus on gathering, analyzing, and synthesizing relevant secondary data to develop a comprehensive understanding of the factors influencing job satisfaction and organizational commitment among healthcare workers in Kolkata's private healthcare institutions.

5.0 FINDINGS AND DISCUSSION

The review of literature on factors influencing job satisfaction and organizational commitment among healthcare workers in Kolkata's private healthcare sector reveals several important insights. Job satisfaction among healthcare workers is shaped by a combination of both intrinsic and extrinsic factors. Compensation is

consistently identified as a key driver of job satisfaction. While adequate pay is important, it is often not sufficient to ensure high job satisfaction. Healthcare workers in Kolkata's private hospitals, much like in other urban settings, may feel overworked and underpaid, which can lead to dissatisfaction. However, compensation alone cannot guarantee long-term satisfaction; the work environment also plays a crucial role. Studies consistently show that a positive work environment, including good facilities, supportive management, and a collaborative culture, significantly impacts job satisfaction. This is especially relevant in the private healthcare sector in Kolkata, where resources may be stretched, but fostering a supportive and cooperative atmosphere could greatly enhance satisfaction levels.

Work-life balance emerges as another critical determinant of job satisfaction, particularly in high-pressure healthcare environments like private hospitals in Kolkata. Healthcare workers often face long hours, irregular shifts, and high stress, which can lead to burnout. Research shows that those who have more manageable working hours or flexible schedules report higher job satisfaction. In Kolkata, where private hospitals are under pressure to meet both patient demands and financial targets, addressing work-life balance could reduce employee burnout and improve overall satisfaction.

Career development opportunities and recognition also significantly influence job satisfaction. Healthcare workers who perceive opportunities for career growth, promotions, and skill development are more likely to be satisfied with their jobs. This is particularly important in Kolkata's private hospitals, where competition for skilled workers is fierce. Providing avenues for professional development and recognition for hard work can help retain talent and boost job satisfaction.

In terms of organizational commitment, leadership style is one of the most significant factors. Research shows that transformational leadership, which focuses on motivating, inspiring, and supporting employees, has a positive impact on organizational commitment. In contrast, authoritarian leadership styles tend to reduce commitment levels. In Kolkata's private healthcare sector, where healthcare workers often deal with high levels of stress, having supportive and empathetic leaders who communicate effectively can foster a stronger sense of commitment and loyalty to the organization.

Organizational culture is another critical factor influencing commitment. Employees who feel that their personal values align with those of the organization are more likely to exhibit strong organizational commitment. In Kolkata's private healthcare institutions, where there can be pressure to prioritize profits over patient care, ensuring that the organization's values reflect a commitment to both employee welfare and high-quality patient care can improve workers' emotional attachment to the hospital and increase their commitment.

Moreover, the relationship between job satisfaction and organizational commitment is well-documented. Research indicates that satisfied employees are more likely to demonstrate high levels of commitment to their organizations. This is particularly important in Kolkata's private healthcare sector, where retaining skilled workers is crucial for maintaining high standards of care. Factors that enhance job satisfaction, such as good compensation, supportive leadership, work-life balance, and career development, are likely to contribute to greater organizational commitment, reducing turnover and fostering long-term employee loyalty.

Workload and stress are common challenges in healthcare, and they negatively affect both job satisfaction and organizational commitment. In private hospitals in Kolkata, healthcare workers often experience high workloads and emotional strain, which can lead to burnout and disengagement. Addressing these issues by improving staffing ratios, providing mental health support, and ensuring manageable workloads could have a positive impact on both job satisfaction and organizational commitment.

In conclusion, the factors that influence job satisfaction and organizational commitment among healthcare workers in Kolkata's private healthcare sector are multifaceted and interconnected. Key factors such as fair compensation, work environment, leadership style, career development, work-life balance, and organizational culture all play significant roles in shaping employee satisfaction and commitment. Addressing these factors holistically will help improve job satisfaction, increase organizational commitment, and ultimately lead to better

patient care and outcomes. However, there remains a need for further localized research to better understand the specific challenges faced by healthcare workers in Kolkata's private hospitals, as this will help tailor interventions that are more relevant to the region's unique socio-economic and healthcare dynamics.

CONCLUSION

In conclusion, the review of literature on job satisfaction and organizational commitment among healthcare workers in Kolkata's private healthcare sector highlights several crucial factors that shape employees' experiences in these settings. Job satisfaction is influenced by a variety of elements, including fair compensation, a supportive work environment, work-life balance, career development opportunities, and recognition. While compensation is important, the overall work environment and management practices play a significant role in shaping employees' perceptions and satisfaction. The high-pressure nature of private healthcare settings in Kolkata, characterized by long hours and intense workloads, necessitates the creation of a positive and supportive workplace culture to foster job satisfaction and reduce burnout.

Organizational commitment, which is closely tied to job satisfaction, is also influenced by leadership style, organizational culture, and the alignment of personal values with those of the institution. Transformational leadership and a culture that prioritizes both patient care and employee welfare are key drivers of stronger organizational commitment among healthcare workers. In Kolkata's private hospitals, where competition for skilled labor is high, ensuring that employees feel emotionally connected to the organization and supported in their roles is essential for fostering long-term commitment and reducing turnover.

The relationship between job satisfaction and organizational commitment is clear, as satisfied employees are more likely to demonstrate a higher level of commitment to their organization. Addressing factors that contribute to job satisfaction, such as improving work conditions, offering professional development opportunities, and providing adequate compensation, will likely enhance organizational commitment and improve retention rates. However, there remains a need for more focused, localized research specific to the private healthcare sector in Kolkata, as current studies often focus on general or public healthcare settings. Understanding the unique challenges faced by private healthcare workers in Kolkata is essential for developing targeted strategies to improve both job satisfaction and organizational commitment, ultimately leading to better employee retention and improved quality of care in these institutions.

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