RESEARCH PAPER

Determinants of Job Satisfaction and Employee Retention in Healthcare Institutions of Villupuram District

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Abstract

Job satisfaction is significant aspect in the effective functioning of hospitals, as employees contribute directly to the quality, continuity, and coordination of healthcare services. This research investigates employees' satisfaction with their work in hospitals located in Villupuram district, Tamil Nadu. A questionnaire-based survey method was adopted to collect primary data from hospital employees. A total of 250 questionnaires were distributed, of which 240 were collected. After excluding 13 invalid questionnaires, 227 valid responses were retained for analysis, representing a valid response rate of 90.8 percent based on the number of questionnaires distributed. The study Investigates selected dimensions of job satisfaction, including clarity of duties and responsibilities, workload, working environment, salary satisfaction, performance recognition, and employee benefits. The collected data were analysed using percentage analysis, one-way analysis of variance (ANOVA), the Mann–Whitney U test, and reliability analysis. The reported statistical results indicate differences across age groups in several job-satisfaction dimensions and gender-wise differences in perceptions of workload and performance recognition. However, the reported mean scores and reliability statistics require verification against the original dataset before the final results can be confirmed. The study may help hospital administrators identify areas for improvement and develop appropriate employee-welfare and human resource management practices.

Keywords: Job satisfaction, Hospital employees, Healthcare workforce, Working environment, Employee welfare

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Introduction

Hospitals depend on the coordinated efforts of clinical, administrative, technical, and support employees to deliver effective healthcare services. These employees perform a variety of responsibilities that require professional competence, teamwork, communication, and the ability to respond to demanding situations. Their satisfaction with their jobs is an important consideration in maintaining an effective and supportive working environment.

Job satisfaction refers to an employee's overall evaluation of their job and the experiences associated with it. It may be influenced by several influencing elements, including salary, employee benefits, workload, working hours, supervisory support, relationships with colleagues, recognition, promotion opportunities, job security, training, and workplace conditions. The importance of these influencing elements may vary according to employees' job roles, departments, work experience, and organisational policies.

In the hospital sector, employees may face challenges such as heavy workloads, shift duties, time pressure, and the need to coordinate with different departments. These challenges may influence their perceptions of their jobs and their overall work experience. A supportive work environment, fair compensation, appropriate staffing, effective communication, and recognition of employee contributions may help improve job satisfaction.

Assessing employees' work-related satisfaction can help hospital administrators and HR professionals identify organisational needs. Information about employees' perceptions can help management identify workplace concerns and develop appropriate policies relating to staffing, employee welfare, Career development, and performance recognition.

Based on this background the researcher investigates job satisfaction among hospital employees in Villupuram District. It focuses on selected aspects of employees' work experiences and analyses the reported responses using appropriate statistical techniques.

Statement of the Problem

Hospital employees perform different duties under varying Workplace circumstances. Their levels of job satisfaction may differ according to workload, salary, employee benefits, workplace safety, recognition, supervisory practices, and career development opportunities. Differences in job roles and personal characteristics may also influence how employees perceive their work.

If these concerns are not properly understood, hospital management may find it difficult to identify the areas that require improvement. Therefore, this research seeks to examine job satisfaction among hospital employees

in Villupuram district using questionnaire-based primary data. It also Investigates whether selected job-satisfaction responses differ according to age and gender.

Objectives of the Study

1. To examine job satisfaction among hospital employees in Villupuram District.
2. To identify selected workplace influencing elements associated with job satisfaction among hospital employees.

Research Methodology

Research Design

This research adopts a descriptive research design to examine job satisfaction among hospital employees in Villupuram District, Tamil Nadu. The descriptive research method helps to understand employees' opinions, experiences, and satisfaction levels regarding various aspects of their jobs.

Sources of Data

The study is based on both primary and secondary data.

Primary Data: Primary data were collected from hospital employees through a structured questionnaire designed to obtain information about their demographic characteristics and job satisfaction.

Secondary Data: Secondary data were obtained from relevant books, research articles, academic journals, and other reliable publications related to job satisfaction and hospital employee management.

Population and Sampling

The population of the study consists of employees working in hospitals in Villupuram District, Tamil Nadu. The study considers employees from different job categories, including doctors, nurses, allied health and technical staff, administrative staff, support staff, and other employees.

Sample Size and Response Rate

A total of 250 questionnaires were distributed among hospital employees. Of these, 240 questionnaires were collected. After excluding 13 invalid or incomplete questionnaires, 227 valid responses were selected for the final analysis

Tools Used for Data Analysis

Responses obtained through the structured questionnaire were organised, classified, and evaluated using suitable statistical methods. Percentage analysis was used to describe the demographic characteristics and responses of the respondents. One-way Analysis of Variance (ANOVA) was used to examine differences in job-satisfaction dimensions across age groups, while the Mann–Whitney U test was used to analyse gender-wise differences. Reliability analysis using Cronbach's alpha and corrected item-total correlations was considered to assess the internal consistency of the questionnaire. Correlation analysis was also included among the proposed analytical techniques, subject to verification of the actual statistical output.

Data Analysis and Interpretation

Table 1

Gender Wise of Distribution of the Respondents

Gender	Frequency	Percentage
Male	129	56.83
Female	98	43.17
Total	**227**	**100.00**

Source: Primary data

It is inferred from the above table that the largest proportion of the respondents are male, accounting for 56.83 percent, while female respondents represent 43.17 percent.

Table 2

Age Wise Distribution of the Respondents

Age Group	Frequency	Percentage
Below 25 years	15	6.61
25–34 years	49	21.59
35–44 years	97	42.73
45 years and above	66	29.07
Total	**227**	**100.00**

Source: Primary data

It is inferred from the above table that the largest proportion of the respondents belong to the age group of 35–44 years, accounting for 42.73 percent, followed by 45 years and above at 29.07 percent, 25–34 years at 21.59 percent, and below 25 years at 6.61 percent.

Table 3

Marital Status of the Respondents

Particulars	Frequency	Percentage
Married	133	58.59
Unmarried	94	41.41
Total	**227**	**100.00**

Source: Primary data

It is inferred from the above table that the largest proportion of the respondents is married, accounting for 58.59 percent, while unmarried respondents represent 41.41 percent.

Table 4

Education of the Respondents

Education	Frequency	Percentage
Higher Secondary	38	16.74
Diploma	42	18.50
Undergraduate Degree	41	18.06

Postgraduate Degree	50	22.03
Professional Qualification	34	14.98
Others	22	9.69
Total	**227**	**100.00**

Source: Primary data

It is inferred that the largest proportion of the respondents hold a postgraduate degree, accounting for 22.03 percent, followed by diploma holders at 18.50 percent. About 18.06percent of the respondents hold an undergraduate degree, while 16.74 percent have completed higher secondary education. Professional qualification holders' account for 14.98 percent, and the remaining 9.69percent belong to other educational categories.

Table 5

Job Category of the Respondents

Particulars	Frequency	Percentage
Doctor / Medical Officer	14	6.17
Nurse	56	24.67
Allied health / Technical Staff	72	31.72
Administrative Staff	68	29.96
Support Staff	10	4.41
Others	7	3.08
Total	**227**	**100.00**

Source: Primary data

It is inferred from the above table that the largest proportion of the respondents belong to the Allied Health/Technical Staff category, accounting for 31.72 percent, followed by administrative staff at 29.96 percent, nurses at 24.67 percent, doctors/medical officers at 6.17 percent, support staff at 4.41 percent, and others at 3.08 percent.

Table 6

Department Wise of Respondents

Place	Frequency	Percentage
Clinical department	66	29.07
Nursing	87	38.33
Laboratory / Diagnostic	17	7.49
Administration	25	11.01
Housekeeping / Maintenance	21	9.25
Others	11	4.85
Total	**227**	**100.00**

Source: Primary data

It is inferred from Table 6 that the largest proportion of the respondents belongs to the nursing department, accounting for 38.3 percent, followed by the clinical department at 29.07 percent. Administration represents 11.01 percent, housekeeping and maintenance account for 9.25 percent, laboratory and diagnostic staff constitute 7.49 percent, and others represent 4.85 percent of the respondents.

Table 7

Shift wise of respondents

Shifts	Frequency	Percentage
Day shift	140	61.67
Night shift	87	38.33
Total	**227**	**100.00**

Source: Primary data

It is inferred that the largest proportion of the respondents work in the day shift, accounting for 61.67 percent, while the remaining 38.33 percent work in the night shift. Therefore, most of the respondents belong to the day shift.

Table 8

Job Satisfaction Statements

S. No.	Particular	SA	A	N	D	SDA	Total
1.	My duties and responsibilities are clearly explained.	35 15.42	57 25.11	42 18.50	46 20.26	47 20.70	227 100.00
2.	My workload is reasonable.	30 13.22	63 27.75	51 22.47	25 11.01	58 25.55	227 100.00
3.	My workplace provides a safe and comfortable working environment.	26 11.45	62 27.31	41 18.06	51 22.47	47 20.70	227 100.00
4.	I am satisfied with my salary in relation to my responsibilities.	37 16.30	24 10.57	24 10.57	55 24.23	87 38.33	227 100.00
5.	Good performance is	25 11.01	45 19.82	30 13.22	34 14.98	93 40.97	227 100.00

	recognized in my workplace.						
6.	The benefits provided by the hospital meet my needs.	24 10.57	58 25.55	59 25.99	44 19.38	42 18.50	227 100.00

Source: Primary data

It is inferred that the largest proportion of the respondents strongly disagree that good performance is recognized in their workplace, accounting for 40.97 percent. Similarly, 38.33 percent strongly disagree that their salary is satisfactory in relation to their responsibilities. About 27.75 percent agree that their workload is reasonable, while 27.31 percent agree that their workplace provides a safe and comfortable working environment. Further, 25.11 percent agree that their duties and responsibilities are clearly explained, while 25.99 percent remain neutral regarding the benefits provided by the hospital.

Table 9

One-Way ANOVA of Job Satisfaction by Age Group

		N	Mean	Std. Deviation	Std. Error	F	Sig.
My duties and responsibilities are clearly explained.	Below 25 years	15	2.20	1.26	0.33	6.127	0.001*
	25–34 years	49	3.55	1.39	0.20		
	35–44 years	97	2.79	1.44	0.15		
	45 years and above	66	3.27	1.13	0.14		
	Total	**227**	**3.06**	**1.38**	**0.09**		
My workload is reasonable.	Below 25 years	15	3.73	1.49	0.38	3.563	0.015*
	25–34 years	49	3.27	1.43	0.20		
	35–44 years	97	3.16	1.50	0.15		
	45 years and above	66	2.67	1.07	0.13		
	Total	**227**	**3.08**	**1.39**	**0.09**		
My workplace provides a safe and comfortable working environment.	Below 25 years	15	2.27	1.03	0.27	5.621	0.001*
	25–34 years	49	3.61	1.37	0.20		
	35–44 years	97	2.93	1.39	0.14		
	45 years and above	66	3.29	1.12	0.14		
	Total	**227**	**3.14**	**1.33**	**0.09**		
I am satisfied with my salary in relation to my responsibilities.	Below 25 years	15	3.13	1.64	0.42	1.215	0.305 (NS)
	25–34 years	49	3.49	1.39	0.20		
	35–44 years	97	3.52	1.50	0.15		
	45 years and above	66	3.83	1.49	0.18		
	Total	**227**	**3.58**	**1.49**	**0.10**		
Good performance is recognized in my workplace	Below 25 years	15	4.20	1.26	0.33	4.563	.004*
	25–34 years	49	3.37	1.50	0.21		
	35–44 years	97	3.26	1.47	0.15		
	45 years and above	66	3.97	1.34	0.16		
	Total	**227**	**3.55**	**1.46**	**0.10**		
The benefits provided by the hospital	Below 25 years	15	2.40	1.06	0.27	5.185	.002*

meet my needs.	25–34 years	49	3.49	1.28	0.18		
	35–44 years	97	2.86	1.33	0.14		
	45 years and above	66	3.32	1.08	0.13		
	Total	**227**	**3.10**	**1.27**	**0.08**		

Source: Compute Primary data

Table 9 shows the One-Way ANOVA was conducted to analyse the impact of age on various dimensions of job satisfaction among 227 respondents. The results revealed statistically significant differences across age groups at the 5% significance level for five dimensions: Duties and responsibilities clarified ($F = 6.127$, $p = .001$), Reasonable workload ($F = 3.563$, $p = .015$), Safe and comfortable environment ($F = 5.621$, $p = .001$), Recognition of good performance ($F = 4.563$, $p = .004$), and Benefits meeting needs ($F = 5.185$, $p = .002$). Conversely, no statistically significant difference was found between age groups regarding salary satisfaction ($F = 1.215$, $p = .305$), as the p-value is greater than the standard .05 threshold. This demonstrates that while different age groups hold significantly distinct perceptions regarding their job duties, workload, workplace environment, recognition, and company benefits, their level of satisfaction regarding salary remains statistically uniform across all age categories.

Table 10

Gender-wise Difference in Job Satisfaction among Hospital Employees

Job Satisfaction Statement	Mann – Whitney U	Z-value	p-value	Result
My duties and responsibilities are clearly explained.	5888.000	-0.903	0.366	Not Significant
My workload is reasonable.	4804.500	-3.180	0.001*	Significant
My workplace provides a safe and comfortable working environment.	6136.000	-0.387	0.699	Not Significant
I am satisfied with my salary in relation to my responsibilities.	6260.000	-0.130	0.897	Not Significant
Good performance is recognized in my workplace	4927.500	-2.970	0.003	Significant
The benefits provided by the hospital meet my needs.	5809.500	-1.070	0.285	Not Significant

Source: Compute Primary data

A Mann-Whitney U test was conducted to analyse gender-wise differences in job satisfaction among hospital employees. The results show statistically significant differences between genders for only two dimensions: reasonable workload ($U = 4804.500$, $Z = -3.180$, $p = .001$) and recognition of good performance ($U = 4927.500$, $Z = -2.970$, $p = .003$), where both p-values fall below the .05 threshold. Conversely, no significant differences were found regarding clarified duties ($p = .366$), working environment ($p = .699$), salary satisfaction ($p = .897$), and hospital benefits ($p = .285$). This indicates that while male and female employees differ significantly in their perceptions of workload and performance recognition, their satisfaction with duties, environment, salary, and benefits remains statistically uniform across genders.

Table 11

Reliability test: Item-Total Statistics

Particulars	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My duties and responsibilities are clearly explained.	16.4405	18.168	0.759	0.585
My workload is reasonable.	16.4185	24.147	0.212	0.751
My workplace provides a safe and comfortable working environment.	16.3612	18.595	0.751	0.591

I am satisfied with my salary in relation to my responsibilities.	15.9207	23.303	0.243	0.748
Good performance is recognized in my workplace	15.9471	23.864	0.210	0.756
The benefits provided by the hospital meet my needs.	16.4009	19.471	0.707	0.611

Source: Compute Primary data

The Item-Total Statistics table shows that items 'one' (0.759), 'three' (0.751), and 'six' (0.707) have strong Corrected Item-Total Correlations well above the standard 0.30 threshold, indicating they contribute well to the scale. Conversely, items 'two' (0.212), 'four' (0.243), and 'five' (0.210) exhibit poor correlations below 0.30, suggesting they do not measure the same underlying construct. Deleting item 'five' would optimize the scale's internal consistency, raising the overall Cronbach's Alpha from 0.721 to 0.756."

Suggestions

1. Hospital management should periodically collect employee feedback using a clear and confidential process.
2. Workload, staffing, and shift arrangements should be reviewed using department-level evidence and employee feedback.
3. Compensation, benefits, recognition, and promotion policies should be communicated transparently.
4. Supervisors should encourage respectful communication, timely feedback, and fair treatment.
5. Training and professional-development opportunities should be made accessible to employees in different roles.
6. Employee-welfare and work-life-balance initiatives should be evaluated using measurable outcomes.

Conclusion

Job satisfaction is an important consideration in hospital workforce management because employees' experiences can influence teamwork, workforce stability, and the effective delivery of healthcare services. This research investigates job satisfaction among hospital employees in Villupuram district using questionnaire-based primary data. The250 questionnaires distributed, 240 were collected and 13 were rejected, leaving 227 valid responses for analysis. The descriptive results identify salary satisfaction and performance recognition as areas of concern among the surveyed employees. The responses also indicate mixed perceptions of workload, role clarity, Workplace circumstances, and employee benefits. The statistical results supplied for the study suggest differences in selected job-satisfaction dimensions across age groups and between gender groups. However, the mean scores and reliability statistics require verification against the original dataset before these findings can be treated as conclusive. The study therefore provides a preliminary basis for understanding employees' perceptions and identifying areas for further investigation.

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