A STUDY ON THE IMPACT OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON JOB SATISFACTION IN HEALTHCARE SERVICE SECTOR

[1]Dr. S .N .Soundara Rajan, [2]Dr.Oviya.A.F,

[1]Professor, Saveetha School of Management, 162, Poonamallee High Road, Chennai – 600077
[2]MBA Graduate, Saveetha School of Management

Abstract: **Healthcare service sector is one of the huge sectors in terms of both revenue and employment in India. Hospitals and healthcare providers are going through possibly the brightest phase ever as far as the Indian healthcare market is concerned Employees who are important for the growth of healthcare providers become a very crucial factor in gaining a competitive advantage in the healthcare industry. Hence employee retention becomes significant. There are various factors contributing to turnover intentions among healthcare employees one of which is job satisfaction. Organizational commitment is nothing but the desire of an employee to be a part of the organization and the acceptance of the organization's goals by him/ her .Organizational commitment positively impacts job satisfaction which is important in terms of employee retention. Organizational culture also strongly impacts job satisfaction and the degree of impact of organizational culture on job satisfaction depending upon the type of organizational culture- bureaucratic, innovative or supportive. Hence both a strong organizational culture and a high organizational commitment will lead to high job satisfaction among employees. Job satisfaction is determined by dimensions such as working conditions, type of supervision received on the job, relationship with colleagues, etc. A non- probability convenience sample was chosen and questionnaires were administered to 53 samples. Survey method was used for data collection. The results of the research study show that there is a significant positive impact of supportive organizational culture and organizational commitment on job satisfaction in healthcare service sector.**

Keywords: **Organizational culture, organizational commitment, job satisfaction, healthcare, Service sector.**

1. INTRODUCTION

India with its population of 132.42 crores (as of 2016) proves to be a large market potential for contributing a huge revenue .The healthcare industry in India has a significant contribution towards enhancing national growth in terms of quality of life, standards of living and providing access to healthcare in the most remote places . The CAGR (Compound annual growth rate) of the Indian healthcare industry was Rs. 4 trillion in 2017 and is expected to reach Rs.8.6 trillion growing at a rate of 16-17 percent by 2023.The culture within an organization reflects its core values, the norms in use and the objectives and goals of the organization. It forms the basis of the very existence of business. The corporate culture helps in building successful employee relationships and fosters team spirit and casual relationships between its employees. It has a direct bearing on the organization's success rate and cost control activities. It further improves quality of work life among the employees thereby moderating the effect of organizational commitment on job satisfaction. A higher job satisfaction and organizational commitment in turn increases the overall productivity and operating efficiency of the company by reducing errors and overall cost. Organizational culture consists of the values, norms and practices

followed in an organization which are taught to the successive levels of employees. Any organization should have a strong organizational culture in order to have a clear and proper understanding of the organization's vision, mission and objectives and subsequently its acceptance by its employees. Organizational commitment refers to the acceptance of the organization's goals and objectives by the employees and their desire to remain a part of the organization. Job satisfaction refers to the amount of contentment and satisfaction derived from performing one's job. Job satisfaction is fueled by a strong organizational commitment of the employee towards the organization. The impact of organizational commitment and culture on job satisfaction especially in the Indian healthcare service sector has not been extensively studied thereby reducing the opportunity for obtaining deeper insights regarding the topic in consideration. This study aims at closing this gap by providing information about the relationship between the type of organizational culture, organizational commitment and job satisfaction in the healthcare sector with particular reference to the Indian environment. The service sector is usually affected by a major human resource crises — a high attrition rate. This is a common occurrence in the hospital industry as a whole and does not pertain to any particular organisation in specific. Training and recruitment costs are incurred as a result of this which has a direct negative bearing on the organisation's effectiveness and operating efficiency. Turnover intentions in the health care sector are not extensively studied and it cannot be easily attributed to one factor alone. Organizational culture and personal values contribute to turnover intentions, job satisfaction and organizational commitment. There is generally a lower level of organizational commitment and job satisfaction among health care employees which leads to higher turnover.

OBJECTIVES OF THE STUDY:

➢ The main purpose of this study is to identify and establish the relationship between organizational culture, job satisfaction and organizational commitment in the healthcare service sector.

➢ It also looks at possible ways of improving organizational culture so that it positively impacts job satisfaction and organizational commitment.

SCOPE OF THE STUDY:

The study attempted to investigate the various human and organizational frameworks forming an integral component of organizational culture which intensifies the effect of organizational commitment on job satisfaction.

LIMITATIONS OF THE STUDY:

➢ The sample size which was only 53 samples taken for the study limits the application of the research findings on a larger universal scale.

➢ The duration of this research was one month which would not suffice to perform a study and interpret results which are reliable when applied to the healthcare environment.

➢ There are geographical constraints as the research process is confined only to employees within Chennai. Hence applying the results obtained through this study to populations with a different ethical, cultural and geographical background becomes questionable.

2. REVIEW OF LITERATURE

JOB SATISFACTION:

Job satisfaction is not only influenced by compensation but also by other factors such as age, religion, social status , interest, fatigue, emotional adjustment , size of community, etc. Hoppock, R. (1935).Job satisfaction correlates positively with productivity and negatively with turnover both of which have a substantial effect on the organization's performance. While measuring job satisfaction the researcher has taken into consideration worker characteristics ,that is both objective characteristics such as age, gender, experience , job tenure , no. of jobs held by the employee at the time of the survey,etc. and subjective characteristics (employee attitude) in order to establish a relationship between job satisfaction and the various measures to improve organizational commitment (Susan J. Linz 2003) Satisfaction with the job role or content is the main factor which contributes to a higher job satisfaction. The impact of subjective and objective employee characteristics on job satisfaction varies depending upon the aspect of the job which is considered for evaluation of job satisfaction .Overall job satisfaction differs to a great extent from the level of satisfaction to one particular aspect of the job . Compensation has a relevant impact on job satisfaction. Skill mismatch has no significant influence on job satisfaction. (Wim Groot, 1999) Job satisfaction is positively related to clan and adhocracy cultures and negatively related

to market and hierarchy cultures (Cameron and Freeman's model of organizational cultures 1991) (Daulatram B. Lund 2003). The sexuality of the employee has a great impact on job satisfaction. Gay homosexual employees have a lower level of job satisfaction in comparison to male heterosexual employees. This is because there is a strong link between job satisfaction and life satisfaction in general. The major cause for gay employees to be dissatisfied with their jobs is because of wage inequality. Where discrimination exists there will be job dissatisfaction among employees belonging to the gender which is less favoured or discriminated. The affect theory says that dissatisfaction arises when one's expectations are not met .More the wage gap between genders more the dissatisfaction and vice versa. The negative influences of adverse mental health symptoms do not affect gay employees as much as they affect male heterosexuals (Nick Drydakis, 2012)

ORGANIZATIONAL COMMITMENT:

Organizational commitment plays a more vital role than job satisfaction in retaining employees in an organization (Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974)

Organizational commitment has three different components which are not interrelated

➢ Normative commitment(obligation)

➢ Continuance commitment (need)

➢ Affective commitment (desire)   (John P. Meyer, Natalie J. Allen)

The experiences of an employee at the early stages of his/her career path influences organizational commitment to varying degrees based on the tenure of service of the employee. (Bruce Buchanan II 1974)Organizational commitment is defined as the positive evaluation of the organization and a willingness to work for its objectives (Sheldon 1971) Organizational commitment is defined as the willingness of social actors to give energy and loyalty to the organization(Kantor 1968) Organizational commitment is the unwillingness to leave the organization for increments in pay , status ,or professional freedom or for greater colleagueal friendship (Alluto 1973) Organizational commitment is "some degree of belongingness or loyalty " (Lee 1971)

Organizational commitment includes

➢ Attachment to goals and values of an organization

➢ Attachment to one's relation to the goals and values

➢ Attachment to the organization

It comprises of three components

➢ Identification – adoption of organization's goals and values

➢ Involvement –psychological absorption in one's job role

➢ Loyalty –feeling of affection towards organization (Bruce Buchanan II 1974)

Organizational commitment has a strong positive relationship with employee job satisfaction and retention (Atif Anis1, Kashif-ur-Rehman1*, Ijaz-Ur-Rehman2, Muhammad Asif Khan 3 and Asad Afzal Humayoun 4) Organizational commitment is influenced by personal characteristics, job characteristics and work experience. Organizational commitment was related to desire to stay in the organisation for both the samples studied and to turnover for one of the samples. Two samples were studied using cross-validational framework. Employees with a higher commitment perform better than their low commitment counterparts. (Mowday, Porter, Dublin 1974) Organizational commitment is a valid metric to measure organizational effectiveness (Schein 1970, Steers 1975) (Richard M. Steers)

ORGANIZATIONAL CULTURE:

A clear and strong organizational culture has a positive correlation on the overall organization productivity, performance and efficiency. Four factors determine how organizational culture impacts organizational efficiency namely

➢ level of involvement

➢ adaptability to change while still keeping the core values intact

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➤ a clear and strong corporate culture

➤ a proper mission with purpose   (Denison, D. R. (1990).)

Organizations having cultures with the right attributes for obtaining a competitive advantage over other firms will have a more favourable financial performance in comparison to their counterparts with a weaker organizational culture (Jay B. Barney 1 Jul 1986) Organizational culture is the pattern of basic assumptions that a given group has invented , discovered, or developed in learning to cope with its problems of external adaptation and internal integration , and that have worked well enough to be considered valid , and , therefore, to be taught to new members.(Edgar H. Schein 1984)

IMPACT OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION:

Both innovative and supportive organizational cultures have a positive influence on the dependent variables – job satisfaction and commitment. The level of education of the respondents had a slight positive effect on organizational commitment and a slight negative effect on job satisfaction. National culture moderated the effect of age on job satisfaction levels (Peter Lok, Crawford J. 2004) Type of corporate culture has a significant impact on the job satisfaction levels and organizational commitment among employees. Bureaucratic culture has the most negative impact on job satisfaction and commitment .This is followed by innovative culture. Supportive organizational culture is said to have the most desirable effect on job satisfaction and organizational commitment. (Colin Silverthorne 2004)

3. RESEARCH METHODOLOGY

SAMPLING DESIGN:

The samples chosen for this study were done so through non probability convenience sampling technique. The samples were chosen from a hospital in Chennai. Questionnaires were distributed to healthcare employees at a speciality hospital in Chennai. The hospital industry is known to have flexible job roles and requires the employee to perform job functions outside of their job description.

SAMPLE SIZE:

The respondents mostly comprised of employees of nursing department which is predominantly one of the largest departments in a hospital in terms of number of employees. 53 samples were collected across various departments. Only Doctors, nurses and technicians were included in the sample as the study focuses on understanding job satisfaction and organizational commitment of these core healthcare employees.

QUESTIONNAIRE DESIGN:

Likert scale was used to measure organizational commitment, job satisfaction and organizational culture. A 4 point Likert scale was used to measure organizational culture which ranged from does not describe my organization to describes my organization most of the time.

A 5 point Likert scale was used to measure job satisfaction ranging from extremely dissatisfied to extremely satisfied .It also included neutral score. A 7 point Likert scale was used to measure organizational commitment from strongly disagree to strongly agree.

4. DATA COLLECTION

PRIMARY DATA:

Primary data was collected from healthcare employees working in a private speciality hospital in OMR, Chennai .The respondents were directly handed over the questionnaire and the data was collected through survey method.

SECONDARY DATA:

The secondary data was collected by reviewing literature available on online platforms and also from books related to my topic of consideration.

TOOLS OF ANALYSIS:

The collected data was analyzed using statistical tools such as SPSS .Percentage analysis and regression analysis were done to establish the relationship between organizational commitment, culture and job satisfaction.

DATA ANALYSIS:

TABLE 1: Profile of respondents and their responses on organizational commitment, organizational culture and job satisfaction

Sl.No	Parameters	No. of Respondents	%
1	Age • 20 - 29 • 30 – 39 • 40 - 49 • 50 and above	39 13 0 1	73.6 24.5 0 1.9
2	Gender • Male • Female	42 11	79.2 20.8
3	Education Level • Degree • Post Graduate	39 14	73.6 26.4
4	Marital Status • Single • Married	39 14	73.6 26.4
5	How many years have you worked for your current employer • Less than 3 years • 3 – 6 years • 6 – 9 years • More 10 years	42 10 0 1	79.2 18.9 0 1.9

TABLE 2: EMPLOYEES'S OPINION ON ORGANIZATIONAL CUTLURE

Sl.No	Parameters	Describe my organization			
		Does not	A little	Fair	Most
1	Risk Taking	71.7	9.4	15.1	3.8
2	Collaborative	3.8	35.8	43.4	17.0
3	Hierarchical	5.7	20.7	52.8	20.8
4	Procedural	1.9	5.7	58.4	34.0
5	Relationship oriented	3.8	3.8	52.8	39.6
6	Results oriented	5.7	1.9	28.3	64.1
7	Creative	5.7	32.0	47.2	15.1
8	Encouraging	5.7	11.3	58.5	24.5
9	Sociable	5.7	5.7	41.5	47.1
10	Structured	3.8	22.6	45.3	28.3
11	Pressurized	9.4	24.6	52.8	13.2
12	Stimulating	11.3	34.0	47.2	7.5
13	Personal Freedom	56.6	13.2	15.1	15.1
14	Equitable	41.5	17.0	28.3	13.2
15	Safe	9.4	7.5	37.8	45.3
16	Challenging	5.7	7.5	41.5	45.3
17	Enterprising	1.9	3.8	71.7	22.6
18	Established, rules and regulations	1.9	3.8	32.1	62.2
19	Cautious	3.8	5.7	52.8	37.7
20	Trusting	5.7	9.4	54.7	30.2
21	Driving	3.8	50.9	34.0	11.3
22	Power oriented	47.1	34.0	15.1	3.8

TABLE 3: EMPLOYEES OPINION ON JOB CONDITIONS

Sl.No	Parameters	Extremely Dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely Satisfied
1	Job security	5.7	41.5	1.9	43.4	7.5
2	Personal Growth and Development	1.9	22.7	9.4	56.6	9.4
3	Feel of accomplishment	0.0	17.0	5.7	64.1	13.2
4	Relationship with People	0.0	3.8	9.4	66.0	20.8
5	Quality of Supervision	1.9	9.4	9.4	73.6	5.7
6	Opportunities for Advancement	0.0	7.5	9.4	71.7	11.4
7	Workload	1.9	13.2	3.8	71.7	9.4
8	Out of Role Job	24.5	13.2	7.5	52.9	1.9
9	Compensation/ Salary	11.3	30.2	17.0	39.6	1.9
10	Opportunities to increase Income	1.9	13.2	20.8	58.4	5.7
11	Working Conditions	1.9	1.9	7.5	54.7	34.0
12	Job description	3.8	7.5	11.3	66.1	11.3

TABLE 4: EMPLOYEES OPINION ON JOB SATISFACTION

Sl.No	Parameters	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Job is challenging & Exciting	9.4	69.8	9.4	7.6	3.8
2	Clear Job Description	0.0	37.7	13.2	41.6	7.5
3	Clear understanding on Job assignments	5.7	37.7	22.6	28.3	5.7
4	Job is Demanding	1.9	20.7	28.3	32.1	17.0
5	Employees ideas are encouraged	3.8	17.0	32.1	24.5	22.6
6	Relatives in organization	0.0	16.9	32.1	34.0	17.0
7	Trust in organization	3.8	22.6	30.2	37.7	5.7
8	Disparity in Compensation	24.5	32.1	37.7	3.8	1.9
9	Feeling to Contribute growth of organization	0.0	17.0	32.1	37.7	13.2
10	Inadequate frequency of feedback on my performance	0.0	13.2	34.0	43.4	9.4
11	Allowed to participate on making decision on my performance & work load	3.8	9.4	13.2	22.6	51.0

Regression Analysis:

Regression Analysis of Impact of Organization Culture and Organization Commitment on Job satisfaction

TABLE 5: Regression Analysis of Impact of Organization Culture and Organization Commitment on Job satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480[a]	.230	.166	.46170

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.381	.576		7.607	.000
	Bureaucratic Culture	-.260	.180	-.242	-1.446	.155
	Innovative Culture	-.182	.136	-.211	-1.339	.187
	Supportive Culture	.487	.179	.500	2.720	.009[***]
	Organization Commitment	-.232	.072	-.439	-3.230	.002[***]
a. Dependent Variable: Job Satisfaction						

5. FINDINGS

➢ 73.6% of the samples belonged to the age group of 20-29 years

➢ 73.6% of employees were unmarried

➢ 79.2% of employees were males

➢ 73.6% of employees had only a degree

➢ 79.2% of employees had less than 3 years experience.

➢ 64.1% of employees had an opinion that their organization was more results oriented than relationships oriented and 62.2% thought it was solid and established.

➢ 66.1% of employees were satisfied with their current position and 66% of employees were satisfied with the relationship they had with people in the organization whereas 41.5% of employees were found to be dissatisfied with the level of job security they had.

➢ 69.8% of employees found the job challenging and exciting and 41.6% of employees felt that there was no clear job description.

➢ R is the correlation, its value is 0.480 and R square is degree of determination, its value is 0.230. The degree of determination shows the extent to which Bureaucratic Culture, Innovative Culture, Supportive Culture and Organisation Commitment influences Job Satisfaction. Here the Job Satisfaction is determined to an extent of 23 % by Bureaucratic Culture, Innovative Culture, Supportive Culture and Organisation Commitment. Table 4.2.1 shows the values of beta and the significant value. It is clear that variables such as Supportive Culture and Organisation Commitment have the significant value of less than 0.05. It is inferred from the table that the above mentioned variables are influencing the Job Satisfaction.

6. SUGGESTIONS

There are a certain suggestions to be made regarding the hospital in which the study was conducted.

➢ The hospital should focus more on employee career planning and development which is one of the main reasons why most are leaving the organization.

➢ Training and development programmes which are planned should take into account the specific skills required by an employee and help in closing the skill gap in enabling the employee to perform his job to his maximum efficiency.

➢ The organization should have more specific job roles and constant training should be provided to the employees to enhance their skills.

➢ Better change management strategies should be adopted as change is neither being effectively communicated nor implemented effectively.

➢ There is existence of a communication gap between the employees and the management and effective strategies should be developed and a healthy relationship should be maintained with the employees.

7. CONCLUSION

➢ There was a positive correlation between supportive organizational culture and organizational commitment on job satisfaction in healthcare service sector.

➢ 23% of job satisfaction is influenced by organizational culture and organizational commitment.

➢ Supportive organizational culture was found to have a statistically positive impact on job satisfaction.

➢ A high level of organizational commitment caused a high level of job satisfaction.

➢ Therefore by improving organizational commitment levels among employees job satisfaction levels can also be increased.

➢ Also the organization should strive to strengthen its culture because a strong and supportive organizational culture is found to increase job satisfaction levels.

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