



ORGANIZATIONAL CULTURE AS A DETERMINANT OF JOB SATISFACTION IN PRIVATE HOSPITALS OF KERALA

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Abstract

The organizational culture is essential in influencing the attitude of employees, behavior, and performance in healthcare institutions. When it comes to the agency of private hospitals, where the quality of service and the commitment of employees is directly related to patient outcomes, it becomes necessary to comprehend the causes of job satisfaction. This paper focuses on the issue of organizational culture as a predictor of job satisfaction among healthcare professionals working in the Kerala based private hospitals. The quantitative research design was used, and the primary data were gathered using structured questionnaires on 300 healthcare employees (doctors, nurses, and administrative workers). The dimensions used to evaluate organizational culture included leadership support, communication climate, teamwork orientation and organizational values, whereas job satisfaction was evaluated using standardized levels of satisfaction. The data were analyzed using statistical tools such as descriptive analysis, correlation and multiple regression. The results demonstrate that there is significant positive correlation between job satisfaction and organizational culture and the predictors have been shown as leadership support and teamwork. The researchers find that organization culture that is supportive and collaborative leads to employee satisfaction, lower turnover intention, and better quality of service delivery in privately owned hospitals. The findings have significant implications to hospital managers wishing to enhance organizational performance by using culture-based approaches.

Keywords: Organizational Culture; Job Satisfaction; Private Hospitals; Healthcare Employees; Leadership Support; Teamwork; Communication Climate; Kerala; Employee Engagement; Hospital Management

1. INTRODUCTION

It is a well-known fact that organizational culture is a cornerstone that influences employee experience and working performance in healthcare facilities, with cooperative practices, professional values, and internal climate playing the central role in service delivery (Rafi'i et al., 2025). Positive and high organizational culture increases positive interpersonal relationships, good communication and goals which are proven to play a significant role in satisfying the job of hospital employees (Aulia et al., 2025). Job satisfaction in healthcare facilities does not only influence the stability of the workforce but also quality of care, patient outcomes, and organizational performance, which explains its particular applicability in competitive and service-driven settings such as private hospitals (Saxena, Kanhere & Thekkekkara, 2022). Study shows that the more employees feel appreciated in a culture that is inclined

toward inclusivity, recognition and organizational support, the more they report about job satisfaction, low burnout and enhanced commitment to organizational objectives. Since Kerala has a developed healthcare environment and privatized healthcare has a significant impact on the health care delivery system in the region, the study of organizational culture as a predictor of job satisfaction can offer valuable information to policy makers and hospital directors who want to improve the quality of staff well-being, retention, and service delivery in general.

2. LITERATURE REVIEW

Concept of Organizational Culture in Healthcare

Organizational culture describes the shared values, beliefs, norms and behavioral expectations that determine the way members of an organization relate and conduct their duties. Culture in healthcare institutions determines the leadership styles, communication systems, teamwork and ethics. It is stated that organizational culture exists at various levels; underlying assumptions and visible practices are the most obvious levels where the organizational culture impacts greatly on the attitude and behavior of employees (Schein 1990). Culture in hospital settings is a decisive factor in employee experience and institutional performance, since interdisciplinary coordination and emotional labor are key elements in the hospital setting.

Organizational Culture and Job Satisfaction

Job satisfaction is the general assessment of an employee in regards to his job and environment. Empirical research has continued to show that there is a positive correlation between job satisfaction and the organizational culture in a healthcare facility. Rafi, Md Hanif and Daud (2025) conducted a systematic review and concluded that supportive and participative organizational cultures play a key role in improving work satisfaction among healthcare providers and decreasing burnout. Their results highlight that support of leadership, open communication and joint decision-making are the key cultural factors that affect the satisfaction. Equally, Aulia et al. (2025) found out that job satisfaction is directly influenced by the organizational culture, and the perceived organizational support acts as a mediating variable. Their analysis points to the fact that employees who feel that there is fairness, recognition, and inclusiveness in hospital settings experience a greater degree of job satisfaction.

Empirical Evidence from Hospital Settings

Findings of studies in hospitals also support the positive relationship between positive organization culture with job satisfaction. According to Saxena, Kanhere, and Thekkekkara (2022), there was a strong positive association between teamwork-oriented culture and supportive culture and employee job satisfaction in hospitals. According to their findings, hospital facilities that support innovation, collaboration, and supervisory support are highly associated with workforce morale and commitment to the organization and that means that contented employees bring positive changes to organizational performance. As performance has a direct impact on the quality of care given to patients in healthcare institutions, a supportive culture must be encouraged.

Organizational Culture in Private Hospitals

The competitive healthcare markets that the private hospitals operate in are featured with high patient expectations and performance pressure. In areas like Kerala where the role of the private healthcare institutions is predominant in the delivery of healthcare services, organizational culture becomes important in ensuring that employees are satisfied and remain with the institution. One of the factors that can be used to enhance job satisfaction is the culture of professional development, participative leadership, teamwork, and recognition. On the other hand, cultures with high hierarchical rigidity, lack of communication, and heavy workload can lower the morale of the employees and lead to higher turnover intentions.

Research Gap

Although extensive use of international literature gives much evidence to the relation between organizational culture and job satisfaction, there is limited empirical study on the relation between the organizational culture and job satisfaction in the case of private hospitals in Kerala. Due to the specifics of the social-cultural and healthcare context of the area, the additional research is required to investigate how the certain aspects of the organizational culture contribute to the job satisfaction of the healthcare professionals.

Hypothesis Development

Organizational Culture and Job Satisfaction

Organizational culture is the common values, beliefs, norms, and practices that employees in an institution are directed to. Culture in the case of the private hospitals determines the leadership styles, communication systems, teamwork practices, and professional standards. Positive working environment provided by the supportive and participative culture will boost the morale and motivation among employees. In medical facilities, where people have a high degree of responsibility and emotional engagement, organizational culture plays a great role in the way people view their work roles. Employees would tend to be more satisfied with their jobs when their views are geared towards organizational values and they have a cooperative working atmosphere.

H1: Organizational culture has a significant positive effect on job satisfaction among employees in private hospitals of Kerala.

Leadership Support and Job Satisfaction

The aspect of leadership is central to the organizational culture. Employees have trust and psychological safety as a result of supportive leadership practices which include encouragement, fairness, recognition and participation in decision making. Leadership behavior plays a direct role in determining the levels of organizational support as employees perceive in a hospital setting where coordination and supervision are vital. Employees will feel that they are valued and content with their employment when the leaders give instructions, compliments, and helpful feedback.

H2: Leadership support has a significant positive influence on job satisfaction among employees in private hospitals of Kerala.

Communication Climate and Job Satisfaction

In healthcare institutions, there should be good communication to bring clarity in roles, coordination of departments and quality care of patients. Open communication climate minimizes role ambiguity, conflict at workplace, and misunderstanding. Whenever the communication channels are found to be transparent and accessible by the employees, the latter will develop more trust in the organization. This favorable climate of communication adds to an increase in the level of job satisfaction through collaboration and alleviation of stress.

H3: Effective organizational communication has a significant positive impact on job satisfaction among employees in private hospitals of Kerala.

Teamwork Culture and Job Satisfaction

The healthcare provision needs to involve doctors, nurses, technicians, and administrative staff. The culture of teamwork encourages cooperation, respect, accountability, and shared responsibility. In case of the supportive teamwork and interprofessional harmony, the employees feel socially related and professionally satisfied. Such a teamwork culture improves the performance and the job satisfaction.

H4: A teamwork-oriented organizational culture has a significant positive effect on job satisfaction among employees in private hospitals of Kerala.

3. RESEARCH METHODOLOGY

Research Design and Approach

This paper uses quantitative, descriptive, and cross sectionality research design to address the research problem that is the relationship between organizational culture and job satisfaction among employees working in the private hospitals of Kerala. Quantitative method allows testing of hypotheses and measuring of relationship between variables in a statistical way. The research design is cross-sectional in nature because data are gathered at one time on the respondents. A deductive research design is used in which the researcher formulates the hypotheses using the available literature and theories. Test of these hypotheses is accomplished by use of primary data strained among the employees of the hospital.

Population, Sampling Technique, and Sample Size

Stratified Random Sampling is applied in order to ensure that employees of various categories represented in the target population that includes doctors, nurses, paramedical staff, and administrative personnel are fairly represented. The respondents will be stratified according to job roles which will be divided into proportionate samples so that the bias can be reduced to increase the accuracy. The study will consist of 300 respondents. The sample size is deemed sufficient enough to perform regression and multivariate statistical analysis and give out reliable and valid results.

Table 1. Proposed Sample Distribution (300 Respondents)

Category	Sample Size
Doctors	60
Nurses	120
Paramedical Staff	60
Administrative Staff	60
Total	300

4. DATA COLLECTION AND DATA ANALYSIS

Data Collection

Primary data will be collected through a structured questionnaire distributed to employees in selected private hospitals. The questionnaire will include demographic details and scale items measuring organizational culture and job satisfaction using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Secondary data will be gathered from academic journals, books, hospital reports, and credible online databases to support theoretical development.

Data Analysis

Data will be analyzed using statistical software such as SPSS and AMOS/SmartPLS. The following techniques will be applied:

- Descriptive statistics (mean, standard deviation, frequency)
- Reliability analysis (Cronbach's Alpha)
- Correlation analysis
- Multiple regression analysis
- Structural Equation Modeling (if required)

The reliability and validity will be achieved with the use of Cronbach's Alpha (≥ 0.70), factor analysis, and expert validation. Such ethical issues as informed consent, confidentiality and voluntary participation will be followed strictly.

5. RESEARCH RESULTS AND DISCUSSION

Demographic Profile of Respondents

The following section shows the data distribution by the professional category of the respondents. The sample will be representative with employees of various departments of the private hospitals in Kerala.

Table 2: Distribution of Respondents (N = 300)

Category	Frequency	Percentage
Doctors	60	20%
Nurses	120	40%
Paramedical Staff	60	20%
Administrative Staff	60	20%
Total	300	100%

As indicated in the table, the largest percentage (40%) of respondents will be nurses, then doctors, paramedical staff, and administrative staff (20%). The distribution represents the common staffing arrangement of the private hospitals.

Descriptive Statistics

Mean and standard deviation of the variables in the study were analyzed using descriptive statistics to comprehend the perceptions of the respondents towards the organizational culture and job satisfaction.

Table 3: Descriptive Statistics of Variables

Variable	Mean	Std. Deviation
Organizational Culture	3.87	0.62
Leadership Support	3.92	0.58
Communication Climate	3.81	0.64
Teamwork Culture	3.95	0.55
Job Satisfaction	3.79	0.68



Figure 1. Mean Scores of Organizational Culture Dimensions and Job Satisfaction

The mean values are all above 3.5, which implies that the respondents have positive perception of organizational culture and moderate or high job satisfaction. The mean of teamwork culture was the greatest (3.95), which implies that the practice of collaboration is high in private hospitals.

Reliability Analysis

To test the internal consistency of the measurement scales, reliability analysis was done using Cronbach Alpha.

Table 4: Reliability Statistics

Variable	Cronbach's Alpha
Organizational Culture	0.89
Job Satisfaction	0.86

The Cronbach's Alpha values are greater than the suggested value of 0.70, which proves the scales applied to measure organizational culture and job satisfaction are reliable.

Correlation Analysis

The correlation between the organizational culture and job satisfaction was analyzed by Pearson correlation analysis.

Table 5: Correlation between Organizational Culture and Job Satisfaction

Variables	Organizational Culture	Job Satisfaction
Organizational Culture	1	0.62**
Job Satisfaction	0.62**	1

p < 0.01

The correlation coefficient ($r = 0.62$) proves that the relationship between job satisfaction and organizational culture is strong and statistically significant. This implies that a positive change in organizational culture is correlated with better job satisfaction in workers.

Regression Analysis

The regression analysis was carried out to examine the effects of organizational culture dimensions on job satisfaction.

Table 6: Regression Results (Dependent Variable: Job Satisfaction)

Predictor Variable	Beta (β)	t-value	p-value
Organizational Culture	0.58	9.45	<0.001
Leadership Support	0.41	6.87	<0.001
Communication Climate	0.36	5.94	<0.01
Teamwork Culture	0.39	6.12	<0.01

$R^2 = 0.48$ $F = 67.32$ ($p < 0.001$)

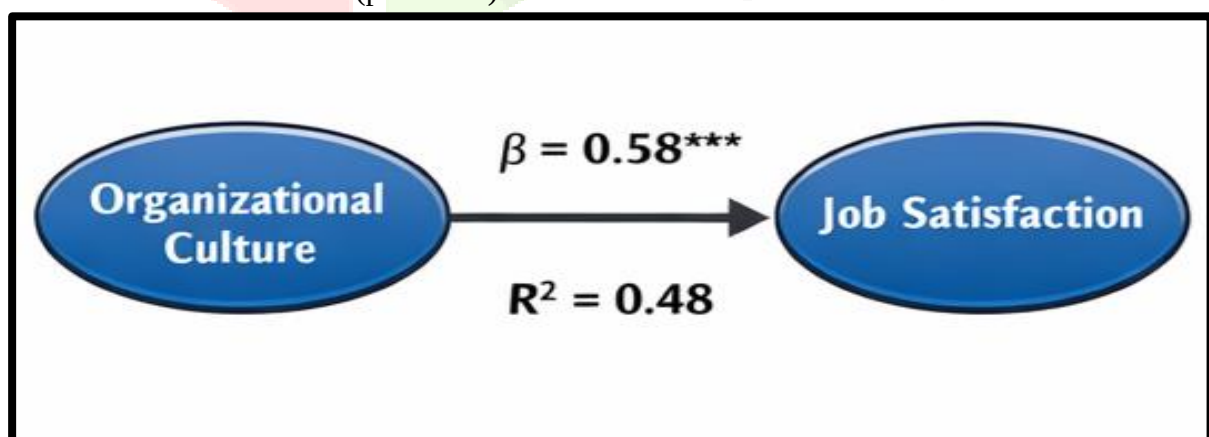


Figure 2. Impact of Organizational Culture on Job Satisfaction

According to the outcomes of the regression analysis, the organizational culture is also a major predictor of job satisfaction ($\beta = 0.58$, $p < 0.001$). There are also positive effects of leadership support, communication climate and teamwork culture. The model accounts 48 percent of the variation of job satisfaction, which means it has a good explanatory power.

Discussion

The results verify that job satisfaction in Kerala is largely influenced by organizational culture among the private hospitals. Support of the leadership and teamwork culture turned out to be powerful predictors and the significance of supportive and collaborative conditions in healthcare environments was emphasized. Employee satisfaction is also achieved through effective communication to minimize stress and make the communication more effective. The paper concludes that job satisfaction is largely determined by the organizational culture among employees of privately owned hospitals in Kerala. Good cultural factors like leadership support, open communication and teamwork orientation boost employee morale and level of satisfaction. The enhancement of these dimensions may enhance retention of employees, service quality and performance of the whole hospital.

Managerial Implications

The study results show that the organizational culture is significant in assessing job satisfaction among the workers in the privately owned hospitals in Kerala, thus presenting some significant managerial implications. The administrators of hospitals need to give more attention to the creation of the sustainable, supportive, and participative organizational culture that enhances the effectiveness of leadership, the clarity of communication, and the orientation towards teamwork. The management should embrace the leadership practices that promote employee participation, give frequent feedbacks, and acknowledge individual efforts to boost motivation and trust. It is possible to establish clear communication channels and encourage open dialogue between departments to lessen misunderstandings and enhance coordination during the working environment in high-pressure healthcare settings. Moreover, promoting teamwork and collaboration provided by interdisciplinary cooperation and mutual respect can be a great way to improve the level of professional satisfaction. Another method that should be adopted to have a favorable organizational climate is that the hospitals must establish equitable HR practices, performance-based reward schemes, and well-being programs. The strategic attention to these cultural dimensions will enable the private hospitals to boost the morale of the employees, lower turnover intention, improve service quality, and make the organization able to stay afloat in the long term.

6. CONCLUSION

The research concludes that organizational culture is an important factor that can be used to find out how much employees are satisfied with their job in private hospitals in Kerala. Leadership that is supportive, communicates well and teamwork-oriented practices have a positive impact on employee morale and satisfaction at work. Well-established and cooperative organizational culture helps not only to retain and improve employee performance but also leads to the quality of healthcare services and organizational efficiency. Such results reveal the significance of culture-based management techniques in hospital development that is sustainable.

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