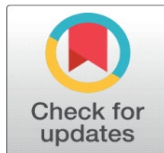
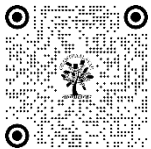


# IMPACT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE IN INDIAN HEALTHCARE INSTITUTIONS

Reeta Soni <sup>1</sup>, Dr. Ravinder Sharma <sup>2</sup>

<sup>1</sup>Research Scholar, Department of Management, Kalinga University, Raipur (CG), India

<sup>2</sup>Department of Management, Kalinga University, Raipur (CG), India



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## ABSTRACT

Investment from both the public and commercial sectors is causing a sea change in India's healthcare system. In an ever-changing environment, the effectiveness of healthcare providers' work is crucial in determining the standard of treatment and the results achieved by patients. In this study, we look at healthcare workers in India to see how factors like job happiness and organisational commitment affect their productivity on the job. The study seeks to answer the question, "What is the relationship between intrinsic and extrinsic job satisfaction, different types of commitment (affective, continuance, and normative), and organisational and individual performance outcomes?" by drawing on empirical research carried out in hospitals throughout different states in India. In order to maximise efficiency, healthcare organisations should put an emphasis on employee happiness and engagement as there is a significant positive link between work satisfaction, organisational commitment, and job performance.

**Keywords:** Job Satisfaction, Organizational Commitment, Job Performance, Indian Healthcare, Human Resource Management, Employee Engagement

## 1. INTRODUCTION

The performance of healthcare professionals is unquestionably vital in the intricate and ever-changing field of healthcare, where the delivery of services revolves on the well-being and lives of individuals. Employee engagement, happiness, and motivation significantly impact healthcare organisations' responsiveness, quality, and efficiency. Human resource considerations take on added importance in a nation as populous and varied as India, where both public and private healthcare systems operate under severely limited infrastructure. Considering this backdrop, it becomes clear that work performance, organisational commitment, and job happiness are crucial aspects that impact healthcare delivery systems as a whole, as well as individual results (Garg et al. 2018).

Factors such as pay, benefits, working conditions, relationships with coworkers, opportunities for advancement, stability in one's position, level of autonomy, and harmony between individual and company objectives are all part of what makes a person happy or unhappy in their job. Job satisfaction in the healthcare industry is highly affected by factors such as emotional labour, workload, interactions with patients, organisational structure, and chances for ongoing professional growth. Health care workers' involvement, resilience, and ethical sensitivity are positively correlated with

their job satisfaction, according to research conducted worldwide. These factors, in turn, improve healthcare workers' performance and the quality of treatment patients get.

Organisational commitment refers to the degree to which an employee cares about and is devoted to their employer. This commitment is made up of three parts: an emotional connection, knowledge of the repercussions of leaving, and a normative commitment to remain. The consistency of treatment, interprofessional cooperation, and general morale of the staff are all affected by organisational commitment, which in turn affects retention in healthcare institutions—where turnover may be very disruptive. Healthcare workers who are very invested in their work are more inclined to go the additional mile for their patients and their organisations, which benefit both parties. Here, job performance is a complex concept that encompasses the efficacy, efficiency, and quality of work that healthcare staff do. Competence in this area encompasses many different areas, such as technical know-how, following clinical protocols, teamwork skills, time management, and patient-centered care. Variables like as infrastructure and management practices may have an impact on performance. However, professionals' responses to workplace demands are generally shaped by internal variables like contentment and dedication, which operate as mediators (Handayani 2022).

A large body of research spanning many decades has examined the relationship between work happiness, organisational commitment, and performance in healthcare contexts throughout East Asia and the West. In India, there is a dearth of research on the topic of this triadic interaction, which is particularly concerning for healthcare administrators, physicians, nurses, and paramedics who operate in public and private hospitals as well as in rural healthcare centres. The healthcare system in India is unlike any other, with its large patient numbers, socio-cultural diversity, resource shortages, regulatory inconsistencies, and overcrowded public services. Because of these unique circumstances, research involving healthcare workers in India must be conducted at the local level to accurately represent their realities, aspirations, and challenges.

In addition, healthcare reforms in India, such as the Ayushman Bharat Scheme, the digital health mission, and the growing corporatisation of healthcare, have changed the way healthcare professionals in the country do their jobs. The goal of these reforms is to make healthcare more accessible and affordable, but in the process, they have added additional administrative duties, patient handling demands, and performance goals. The importance of understanding the role of intrinsic motivating elements, such as dedication and satisfaction, in protecting against burnout and improving work performance is emphasised by these changes.

The significance of this topic has been further magnified by the COVID-19 pandemic epidemic. From psychological weariness and stigmatisation to insufficient safety gear, Indian healthcare workers encountered unprecedented obstacles. Against this background, there has been widespread interest in healthcare professionals' mental health and the factors that motivate them. More and more, it's apparent that improving work satisfaction and encouraging organisational commitment are crucial tactics for healthcare resilience and crisis management, and not only HR aims. By conducting an empirical investigation of the connections between work happiness, organisational loyalty, and performance in healthcare organisations in India, this research hopes to address a significant knowledge vacuum. The goal of this research is to offer detailed insights that are theoretically stimulating and practically useful by taking a multidimensional approach and gathering data from a wide range of public and private institutions, geographical locations, and job functions (clinical and non-clinical).

Two theories, the Social Exchange Theory and Herzberg's Two-Factor Theory, provide the theoretical basis of the study. Workplace productivity and positive connections between management and employees are central to both theories, which suggest that these factors significantly boost performance. From a practical standpoint, this study is expected to contribute to the current knowledge on worker engagement frameworks, assist hospital managers in creating better working conditions, and provide policy suggestions for healthcare HRD. This research essentially addresses a critical issue that Indian healthcare organisations are now dealing with: how can we make sure that our healthcare workers are happy and dedicated to their jobs? We believe that a better long-term, compassionate, and effective healthcare system is possible if we can find the solution to this (Zaiter 2021).

## 2. LITERATURE REVIEW

**RiniHandayani (2022)** In order to compete in today's corporate environment, HRM (human resources management) is essential. Human resource management (HRM) techniques aim to boost employee morale and productivity, allowing companies to gain an edge in the market. As the number of hospitals in Indonesia grew, so did the

need for hospital workers, which now stands at 2813. To do this, of course, human resources must be at their best. A competitive advantage in the healthcare business is envisaged to be gained via the use of HR management techniques. Human resource management techniques, such as staff training, performance evaluations, and remuneration systems, will be examined in this research. The research will also look at how HRM practises affect employee performance via the lens of work satisfaction. It was done in a private hospital in Surakarta with a sample size of 120 people. To gather samples using a questionnaire, the convenience sampling approach is utilised. SmartPLS is a research data analysis tool. The findings demonstrated that HRM practises had a substantial impact on employee performance. Employee performance is not affected by work satisfaction, which simply mediates the influence of performance evaluation and reward systems. Training, on the other hand, has no effect on employee performance.

**RushdiZaiter (2021)** Effective human resource management is a key component of any healthcare organization's ability to provide excellent treatment and satisfy patients. The goal of this research is to determine how HRM influences healthcare providers' ability to provide high-quality treatment while also making their patients happy. Previous results were shown and analysed using the descriptive approach. This research found that human resource management has a direct impact on healthcare quality and the ability of hospital personnel to function at their best. Private hospitals in the Baalbek-Hermel Governorate have their healthcare quality correlated with four HR jobs. The researcher created and distributed paper surveys to collect data for this cross-sectional investigation. We polled healthcare workers on the factors that affect patient outcomes, how they feel about their job satisfaction in relation to those outcomes, and how job satisfaction affects patient outcomes overall. Eighty private hospital employees in the Baalbek-Hermel Governorate were asked to fill out the survey. This group includes physiotherapists, lab techs, nurses, and doctors. The data was examined using descriptive and correlational methods. Findings indicate a favourable correlation between health care workers' job satisfaction and the quality of care they provide.

**A. James Michael (2020)** Changes in the health sector cannot be successful without effective human resource management. This is particularly true in the service industries, such as healthcare, where customers encounter problems with the expertise and efficiency of staff. The ultimate goal of human resource management is to facilitate mutual success between employers and employees. Human resource management include not only preserving and developing employees' skills, but also establishing initiatives to foster better communication and collaboration among workers, all with the goal of promoting organisational advancement. Due to the rapid development of information and communication technologies, more and more businesses are seeking for new methods to improve their current product, process, system, and technology. The study's authors recommend evaluating hospital HR managers before launching a performance development program and keeping employees' skills sharp via regular feedback and coaching.

**Preetigarg (2018)** Health care is the largest industry in the world. Historically, the whole management of a hospital was overseen by a single doctor. Complete professionalisation is required in today's system to attain quality and cost-effectiveness. This research seeks to improve healthcare services by using an effective method for human resource management. It is necessary to investigate healthcare HRM practices; this study's results provide new ways to boost staff happiness, which benefits patients. Individuals from private hospitals in the Meerut region who worked as administrators, managers, doctors, or nurses who took part in interviews and standardised questionnaires were included in this study. We sent out 150 surveys, and 80 of them came back filled out completely. The results indicate that healthcare executives and lawmakers should make increasing the effectiveness of their companies' HRM systems a top priority in order to improve the quality of care they provide to patients.

**S. Ganapathy (2017)** Human resource management in healthcare facilities is challenging. Managing human resources is a huge challenge for hospital managers. Human resource management contributes to a pleasant workplace by ensuring employees have opportunities for professional growth, a fair distribution of responsibilities, fair pay, and a safe and healthy workplace. A number of elements, including hiring practices, compensation and benefits, opportunities for professional growth, collaboration, and feedback on work, contribute to the private paramedic department's employees' level of job satisfaction. Private hospitals have to recruit and educate workers who are knowledgeable about their professions and the state of their occupations today. In addition, private hospitals need to fill paramedic positions quickly, pay them what they expect, and provide incentives and other benefits to encourage them to perform well. If a private hospital wants to keep or gain an advantage in the market, its pay plan should reflect its purpose and goals.

**Dinesh B. Raghuwanshi (2014)** An investigation of the potential uses of HR accounting in educational institutions was conducted in this research. The author has little difficulties while implementing HR accounting. Educational institutions, in contrast to for-profit businesses, are often structured as nonprofits. Management is not motivated to

effectively manage its human resources when there is no monetary motivation. Workers' salaries and the system of fees are set by the government. At the conclusion of the piece, the author expresses his opinion on the matter, stating that businesses' involvement in the education sector would lead to a more rational appraisal of human resources. Since educational institutions do not yet generate a profit, the idea of Human Resource Accounting does not seem to be relevant to them.

## 2.1. OBJECTIVES OF THE STUDY

- 1) To assess the level of job satisfaction among healthcare professionals in Indian institutions.
- 2) To evaluate the degree of organizational commitment among employees.
- 3) Examine the relationship between work happiness and organisational commitment and how it affects productivity.
- 4) To provide recommendations for improving employee performance through HR practices.

## 3. RESEARCH METHODOLOGY

### 3.1. RESEARCH DESIGN

A descriptive and analytical research design was adopted using a quantitative survey approach.

### 3.2. SAMPLE

The study surveyed 500 healthcare professionals (doctors, nurses, administrative staff) across 10 hospitals (public and private) in Delhi, Mumbai, Bengaluru, and Kolkata. Stratified random sampling ensured representation from different departments.

### 3.3. INSTRUMENTATION

A structured questionnaire was used, incorporating:

- **Job Satisfaction Scale** (based on Spector's JSS)
- **Organizational Commitment Questionnaire** (Meyer & Allen)
- **Job Performance Scale** (self and supervisor-rated)

All items were rated on a 5-point Likert scale.

### 3.4. DATA ANALYSIS

SPSS was used for statistical analysis. Descriptive statistics, correlation analysis, and multiple regressions were applied.

## 4. RESULTS AND DISCUSSION

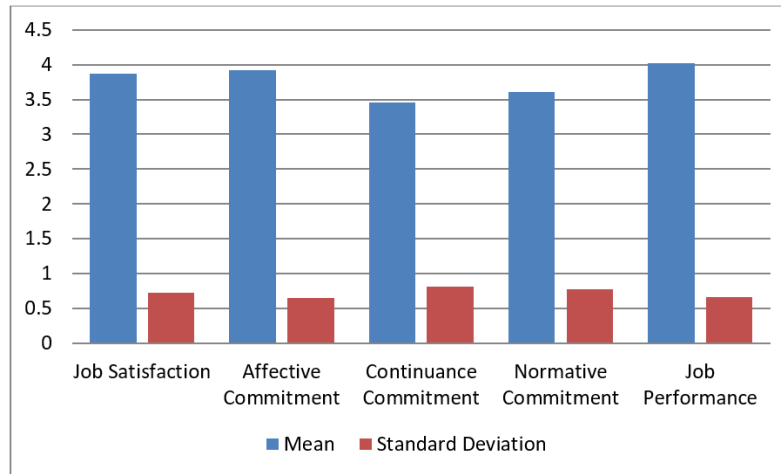
This section presents the empirical findings from the survey conducted among 500 healthcare professionals across multiple Indian healthcare institutions. The links among work happiness, organisational commitment, and job performance are understood using descriptive statistics, correlation, and regression.

### 4.1. DESCRIPTIVE STATISTICS

**Table 1 Descriptive Statistics of Key Variables**

Variable	Mean	Standard Deviation
Job Satisfaction	3.87	0.72
Affective Commitment	3.92	0.65
Continuance Commitment	3.45	0.81

Normative Commitment	3.61	0.77
Job Performance	4.02	0.66



**Graph 1 Descriptive Statistics of Key Variables**

Table 1 summarizes the central tendencies and variability of the primary variables used in the study. The mean job satisfaction score (3.87) indicates a moderately high level of satisfaction among healthcare professionals. Similarly, affective commitment records the highest mean (3.92), suggesting a strong emotional attachment to their organizations. On the other hand, continuance commitment shows a comparatively lower mean (3.45), reflecting that financial or practical reasons alone are not the primary drivers for remaining in the organization. Notably, the mean job performance score (4.02) is relatively high, implying that despite workplace challenges, professionals are dedicated to delivering effective outcomes.

## 4.2. CORRELATION ANALYSIS

**Table 2 Pearson Correlation Coefficients Among Variables**

Variables	JS	AC	CC	NC	JP
Job Satisfaction (JS)	1	.68**	.45**	.53**	.71**
Affective Commitment (AC)	.68**	1	.59**	.66**	.74**
Continuance Commitment	.45**	.59**	1	.62**	.58**
Normative Commitment	.53**	.66**	.62**	1	.67**
Job Performance (JP)	.71**	.74**	.58**	.67**	1

( $P < 0.01$ )

Table 2 presents the Pearson correlation coefficients between the variables. The analysis reveals that all variables are significantly and positively correlated with job performance. Affective commitment ( $r = .74$ ) and job satisfaction ( $r = .71$ ) exhibit the strongest associations with job performance, indicating that emotionally engaged and satisfied employees are more likely to demonstrate higher performance levels. Normative commitment ( $r = .67$ ) also shows a strong positive relationship, suggesting that a sense of moral obligation influences work behavior positively. Continuance commitment ( $r = .58$ ), while significant, shows a relatively weaker relationship, implying that staying for practical reasons may not directly translate into higher performance.

## 4.3. MULTIPLE REGRESSION ANALYSIS

**Table 3 Regression Analysis Predicting Job Performance**

Predictor Variable	Standardized Beta ( $\beta$ )	t-value	Significance (p)
Job Satisfaction	0.39	8.27	< 0.001



Affective Commitment	0.36	7.94	< 0.001
Normative Commitment	0.28	5.67	< 0.01
$R^2 = 0.68$	$F(3, 496) = 112.34$	$p < 0.001$	

Table 3 displays the results of a multiple regression analysis with job performance as the dependent variable and three predictor variables—job satisfaction, affective commitment, and normative commitment. The model explains **68% of the variance** in job performance ( $R^2 = 0.68$ ), indicating a strong model fit.

Among the predictors:

- **Job satisfaction ( $\beta = 0.39$ ,  $p < 0.001$ )** emerges as the most influential factor, underscoring the importance of personal fulfillment and positive work experience.
- **Affective commitment ( $\beta = 0.36$ )** closely follows, indicating that emotional bonding with the organization significantly enhances performance.
- **Normative commitment ( $\beta = 0.28$ )**, although slightly less impactful, still significantly contributes to predicting performance, highlighting the influence of loyalty and ethical obligation.

## 5. CONCLUSION

This study reinforces the critical and interconnected roles of job satisfaction and organizational commitment in shaping and enhancing job performance among healthcare professionals in Indian healthcare institutions. In an industry where the stakes are exceptionally high, and the demand for quality care is constant, the performance of healthcare workers cannot be separated from the psychological and emotional context in which they operate. The findings underscore that both intrinsic elements of job satisfaction—such as recognition, meaningful work, autonomy, and growth opportunities—and affective dimensions of organizational commitment—such as emotional attachment and identification with organizational values—serve as strong predictors of high job performance. In particular, when employees feel valued, respected, and emotionally connected to their organization, they are more likely to demonstrate increased motivation, resilience, and productivity, even under high-stress conditions. Therefore, hospital administrators and policymakers must recognize the strategic importance of fostering positive work environments through well-designed HRM interventions. These should not only address external incentives like pay and benefits but also focus on building supportive leadership, inclusive organizational culture, opportunities for professional advancement, and channels for employee voice. By placing employee satisfaction and commitment at the heart of institutional strategy, healthcare organizations can cultivate a more engaged, efficient, and sustainable workforce, ultimately translating into improved patient care and institutional performance.

## CONFLICT OF INTERESTS

None.

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None.

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