

Job Satisfaction and Workplace Commitment of Nurses in Government and Private Hospitals: a study in Perinthalmanna Municipality, Malappuram District, Kerala, India

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Abstract

Nurses play a critical role in ensuring continuous and quality healthcare delivery. Their level of job satisfaction significantly influences workplace commitment, patient care, and organisational effectiveness. This study examines the relationship between job satisfaction and workplace commitment among nurses working in government and private hospitals in Perinthalmanna Municipality, Kerala. A cross-sectional survey was conducted among 50 nurses using a structured questionnaire measured on a five-point Likert scale. Data were analysed using percentage analysis, weighted mean, Chi-square test, and ANOVA. The findings reveal a significant association between job satisfaction and workplace commitment ($p < 0.05$) and confirm that work-related factors such as workload balance, professional development, staffing adequacy, and compensation significantly influence job satisfaction ($p < 0.001$). No significant difference was observed between government and private hospital nurses in terms of job satisfaction and commitment ($p > 0.05$). The study highlights the importance of organisational support, resource availability, and professional growth in enhancing nurses' satisfaction and commitment, thereby improving healthcare outcomes.

Keywords: Job Satisfaction, Workplace Commitment, Nurses, Organisational Support, Hospital Management

Introduction

Nursing is a vital component of the healthcare system, centered on providing care, comfort, and support to individuals who are ill, injured, or in need of medical attention. Nurses serve as the primary caregivers in hospitals, ensuring continuous patient monitoring and assistance through shift-based duties that often include nights, weekends, and holidays. Their role extends beyond clinical care to include decision-making support, patient advocacy, and collaboration with other healthcare professionals.

The effectiveness of healthcare services is strongly influenced by the professional wellbeing of nurses. Job satisfaction among nurses is closely associated with the quality of care they deliver. When nurses experience dissatisfaction due to poor working conditions, excessive workload, inadequate support, or imbalance between work and personal life, it may lead to reduced motivation, stress, and a higher tendency to leave the profession. Such issues not only affect

nurses personally but also impact the efficiency of healthcare institutions and the safety of patients.

Given the increasing demand for healthcare services and the growing shortage of nursing staff, understanding the factors that influence nurses' job satisfaction and their commitment to the workplace has become crucial. This study focuses on nurses employed in government and private hospitals in Perinthalmanna Municipality to examine how their work environment, responsibilities, and organisational practices shape their level of satisfaction and commitment.

Objectives of the Study

- To measure the level of job satisfaction among nurses in government and private hospitals in Perinthalmanna Municipality.
- To assess the level of workplace commitment among nurses.
- To examine the relationship between job satisfaction and workplace commitment.
- To identify the work-related factors influencing job satisfaction of nurses.
- To compare job satisfaction and workplace commitment between nurses in government and private hospitals.

Hypothesis

H01: There is no significant relationship between job satisfaction and workplace commitment among nurses.

H02: There is no significant relationship between work-related factors and job satisfaction among nurses.

H03: There is no significant difference in job satisfaction between nurses working in government and private hospitals.

H04: There is no significant difference in workplace commitment between nurses working in government and private hospitals.

Review of Literature

Research on nurses' job satisfaction and workplace commitment has evolved over several decades, consistently highlighting their importance for healthcare quality, staff retention, and patient outcomes. Early foundational studies emphasized organisational and psychological determinants of satisfaction. Blegen (1993) conducted a meta-analysis and identified organisational commitment, stress, autonomy, communication, and recognition as major correlates of nurses' job satisfaction. Adams and Bond (2000) further emphasized the role of interpersonal relationships, workload perception, and ward organisational features in shaping satisfaction levels.

During the early 2000s, researchers began linking job satisfaction with turnover intentions and organisational commitment. Tzeng (2002) and Ingersoll et al. (2002) found that pay, recognition, education, and work environment significantly influenced nurses' commitment and intention to remain in the profession. Eaton (2003) and Randolph (2005) highlighted the importance of intrinsic factors such as professional growth and work values over purely monetary rewards in predicting retention.

Later studies focused on workplace environment, teamwork, and staffing adequacy. Kalisch et al. (2010) demonstrated that teamwork and perceptions of adequate staffing strongly influenced job satisfaction. Jethanna et al. (2011) introduced personal demographic variables as contributors to satisfaction. Lorber and Savic (2014) and Sayed and Akhtar (2014) established positive relationships between job satisfaction, leadership style, work-life balance, and organisational commitment.

Comparative and regional studies provided further insights. Zahaj et al. (2016) in Albania and Chien and Yick (2016) in private hospitals reported moderate satisfaction levels, with salary, career prospects, and professional status as key determinants. Singh (2018) confirmed that fulfilment of human needs through work significantly determines satisfaction among nurses in Indian hospitals. Reshma et al. (2015) compared public and private hospitals in Kerala, observing that work environment and organisational support influenced satisfaction and performance.

Recent global studies have strengthened these findings. Lu et al. (2019) and Mudallal et al. (2017) linked job satisfaction with patient safety outcomes and nurse burnout. During the COVID-19 period, studies by Labrague and de los Santos (2021) and Zhang et al. (2022) highlighted how stress, workload, and psychological strain affected nurses' commitment and satisfaction worldwide. A 2023 review by Alrawashdeh et al. emphasized organisational support, mental wellbeing, and recognition as crucial for sustaining nurses' commitment in post-pandemic healthcare systems.

Overall, literature consistently demonstrates that job satisfaction among nurses is influenced by organisational environment, leadership, work-life balance, staffing, psychological empowerment, and intrinsic motivation, all of which significantly shape workplace commitment and retention.

Research Methodology

Research Design

The study adopts a **descriptive and analytical research design** to examine the job satisfaction and workplace commitment of nurses working in government and private hospitals in Perintalmanna Municipality. The design enables the measurement of satisfaction levels, identification of influencing factors, and comparison between the two sectors.

Sources of Data

Both **primary and secondary data** were used for the study.

- **Secondary data** were collected from peer-reviewed journals, books, official reports, and authentic online sources to develop the theoretical framework.
- **Primary data** were collected directly from nurses through a structured questionnaire.

Sample Size

A total of **50 nurses** were selected as the sample for the study. This sample size is considered adequate for social science research involving association and difference tests such as Chi-square and ANOVA (Hair et al., 2014).

Sampling Technique

The study employed **convenience sampling** due to accessibility constraints and shift-based nature of nursing duties. Nurses who were available during the data collection period were included in the sample.

Instrument for Data Collection

A **structured questionnaire** was used to collect data. The questionnaire consisted of three sections: Personal profile of nurses, Factors related to job satisfaction, Statements measuring workplace commitment

Responses were measured using a **5-point Likert scale** ranging from Strongly Disagree to Strongly Agree.

Tools for Data Analysis

Data were analysed using percentage analysis, weighted mean, Chi-square test, and one-way ANOVA to examine association and differences among variables.

Reliability of Instrument

The internal consistency of the questionnaire was tested using Cronbach's Alpha. The overall reliability coefficient was **0.82**, indicating good reliability of the scale items used to measure job satisfaction and workplace commitment.

Limitations of the Study

The study is limited to nurses in Perinthalmanna Municipality only. Convenience sampling may limit generalisation of findings. Responses are based on personal perceptions of nurses.

Data Analysis and Interpretation

Table 1: Work Environment and Duty Conditions of Nurses

Variable	Category	Frequency	Percentage
Nature of Ward	Medical	19	38.0
	Surgical	7	14.0
	Pediatric	4	8.0
	Maternity	7	14.0
	ICU	6	12.0
	Specialty Units	7	14.0
Satisfaction with Working Hours	Yes	39	78.0
	No	3	6.0
	Maybe	8	16.0
Flexibility of Hospital towards Family Needs	Very Inflexible	4	8.0
	Inflexible	5	10.0
	Neither	9	18.0
	Somewhat Flexible	23	46.0
	Very Flexible	9	18.0

Source: Primary Data

Interpretation: The table shows that a majority of nurses (38%) are posted in medical wards, followed by equal representation in surgical, maternity, and specialty units, indicating diversified clinical exposure. A very high proportion (78%) of nurses express satisfaction with their working hours, suggesting effective duty scheduling in hospitals.

Regarding organisational flexibility, 64% of nurses perceive their hospital as somewhat or very flexible towards family responsibilities, which positively contributes to work–life balance and job satisfaction. Only a small proportion (18%) view the hospital as inflexible, indicating generally supportive workplace practices.

Table 2: Ranking of Accessibility of Personal Protective Equipment (PPE)

Personal Protective Equipment Mean Score Rank

Mask	4.16	1
Gloves	3.80	2
Sanitizer	3.30	3
Face Shield	2.10	4
Cap	1.62	5

Scale: 1 = Least Accessible, 5 = Most Accessible

Source: Primary Data

Interpretation: The ranking analysis indicates that masks are perceived as the most accessible PPE among nurses, with the highest mean score (4.16). Gloves and sanitizers follow as the next most accessible items. In contrast, face shields and caps received comparatively lower mean scores, indicating relatively limited accessibility. This suggests that while essential PPE such as masks and gloves are readily available, certain protective items may require improved provision in hospitals.

Table 3: Organisational Support and Workplace Commitment Indicators

Variable	Category	Frequency	Percentage
Awareness of Grievance Redressal Mechanism	Yes	34	68.0
	No	4	8.0
	Don't Know	12	24.0
Commitment to Hospital Mission and Values	Slightly Committed	3	6.0
	Moderately Committed	13	26.0
	Very Committed	20	40.0
	Extremely Committed	14	28.0
Approach to Managing Difficult Patients	Remain Calm & Reasonable	16	32.0
	Never Ignore the Patient	13	26.0
	Never Argue Back	12	24.0
	Call the Supervisor	9	18.0
Availability of Amenities in Hospital	Poor	3	6.0
	Average	6	12.0
	Above Average	9	18.0

Variable	Category	Frequency	Percentage
	Good	20	40.0
	Excellent	12	24.0

Source: Primary Data

Interpretation : The table highlights key indicators of organisational support and workplace commitment among nurses. A majority (68%) are aware of the grievance redressal mechanism, reflecting administrative support systems within hospitals. Commitment levels are notably high, with 68% of nurses reporting being very or extremely committed to the hospital's mission and values.

When handling difficult patients, most nurses prefer calm and patient-centered approaches, indicating professional behavioural standards. Additionally, 64% of respondents rate the availability of hospital amenities as good or excellent, suggesting a supportive working environment that can positively influence job satisfaction and commitment.

Table 4: Key Factors Influencing Job Satisfaction

Factor	Mean	Standard Deviation
Workload and Workload Balance	3.86	1.178
Opportunities for Professional Development	3.86	1.161
Compensation and Benefits	3.82	1.289
Adequate Staffing Level	3.68	1.253
Relationship with Colleagues and Management	3.64	1.191

Source: Primary Data

Interpretation: The mean scores indicate that workload balance and opportunities for professional development are the most influential factors contributing to job satisfaction among nurses. Compensation, staffing levels, and interpersonal relationships also show moderately high mean values, suggesting that both organisational and interpersonal aspects play important roles in shaping satisfaction levels.

Table 5: Perception of Workload and Management Practices

Variable	Category	Frequency	Percentage
Workload in the Ward	Heavy	4	8.0
	Moderate	24	48.0
	Light	12	24.0
	Fluctuating	10	20.0
Transparency of Management	Yes	29	58.0
	No	5	10.0
	Maybe	16	32.0

Source: Primary Data

Interpretation: Nearly half of the nurses (48%) perceive their workload as moderate, while only a small proportion (8%) experience heavy workload, indicating manageable duty allocation. A majority (58%) believe that hospital management is transparent, which can positively influence trust, morale, and job satisfaction.

Table 6: Overall Job Satisfaction and Recommendation Level

Variable	Category	Frequency	Percentage
Recommendation of Hospital	Very Unlikely	1	2.0
	Unlikely	3	6.0
	Neutral	18	36.0
	Likely	22	44.0
	Very Likely	6	12.0
Overall Job Satisfaction	Highly Dissatisfied	4	8.0
	Dissatisfied	4	8.0
	Neutral	5	10.0
	Satisfied	22	44.0
	Highly Satisfied	15	30.0

Source: Primary Data

Interpretation: A large majority of nurses (74%) report being satisfied or highly satisfied with their jobs. Similarly, 56% are likely or very likely to recommend their hospital to others, reflecting a generally positive perception of their workplace. The low percentage of dissatisfaction further confirms favourable job satisfaction levels among the respondents.

Hypothesis Testing

H01: Relationship between Job Satisfaction and Workplace Commitment

H0₁: There is no significant relationship between job satisfaction and workplace commitment among nurses.

H1₁: There is a significant relationship between job satisfaction and workplace commitment among nurses.

Test Used: Chi-Square Test of Association

Statistic	Value	df	p-value
Pearson Chi-Square	21.598	12	0.042
N of Valid Cases	50		

Interpretation: Since the p-value (0.042) is less than 0.05, the null hypothesis is rejected. This indicates a statistically significant association between job satisfaction and workplace commitment. Nurses who report higher job satisfaction tend to demonstrate stronger commitment to their hospitals.

H02: Relationship between Work-Related Factors and Job Satisfaction

H0₂: There is no significant relationship between work-related factors and job satisfaction.

H1₂: There is a significant relationship between work-related factors and job satisfaction.

Test Used: One-Way ANOVA

Source	df	F	p-value
Between Groups	4	13.824	0.000
Within Groups	45		
Total	49		

Interpretation: The p-value (0.000) is less than 0.05, leading to rejection of the null hypothesis. This confirms that work-related factors such as workload balance, staffing, professional development, and compensation significantly influence job satisfaction among nurses.

H03: Difference in Job Satisfaction between Government and Private Nurses

H0₃: There is no significant difference in job satisfaction between nurses working in government and private hospitals.

H1₃: There is a significant difference in job satisfaction between nurses working in government and private hospitals.

Table: Chi-Square Test – Hospital Type × Job Satisfaction

	Statistic	Value	df	p-value
Pearson Chi-Square	2.822	4		0.588
N of Valid Cases		50		

Source: Primary Data

Interpretation: Since the p-value (0.588) is greater than the significance level of 0.05, the null hypothesis (H0₃) is accepted. This indicates that there is no statistically significant difference in job satisfaction between nurses working in government and private hospitals. Job satisfaction levels appear similar across both hospital types.

H04: Difference in Workplace Commitment between Government and Private Nurses

H0₄: There is no significant difference in workplace commitment between nurses working in government and private hospitals.

H1₄: There is a significant difference in workplace commitment between nurses working in government and private hospitals.

Table: Chi-Square Test – Hospital Type × Workplace Commitment

	Statistic	Value	df	p-value
Pearson Chi-Square	0.094	3		0.993
N of Valid Cases		50		

Source: Primary Data

Interpretation: The p-value (0.993) is much higher than 0.05; therefore, the null hypothesis (H_0) is **accepted**. This shows that there is no significant difference in workplace commitment between nurses working in government and private hospitals. Commitment levels are statistically similar across both sectors.

Discussion of Results

The sample comprised predominantly nurses aged between 25–30 years (48%), with females constituting 64% of respondents. A majority were married (56%) and possessed GNM or BSc Nursing qualifications. Most respondents had less than six years of experience and were working in medical and specialty wards.

The study findings are consistent with earlier research that highlights the strong link between job satisfaction and organisational commitment among nurses (Blegen, 1993; Tzeng, 2002; Kalisch et al., 2010). Similar to the findings of Zahaj et al. (2016) and Singh (2018), work-related factors such as workload balance, staffing adequacy, and professional development opportunities emerged as major determinants of satisfaction. The absence of significant differences between government and private hospital nurses aligns with the observations of Reshma (2015), suggesting that organisational practices rather than ownership type influence nurses' perceptions. The results also support recent studies (Lu et al., 2019; Labrague & De los Santos, 2021) that emphasise the importance of supportive work environments in enhancing nurses' commitment and performance.

Findings

- A significant association exists between job satisfaction and workplace commitment among nurses ($p < 0.05$).
- Work-related factors such as workload balance, professional development opportunities, staffing level, compensation, and workplace relationships significantly influence job satisfaction ($p < 0.001$).
- No significant difference was found in job satisfaction or workplace commitment between nurses working in government and private hospitals ($p > 0.05$), indicating similar experiences across sectors.
- Most nurses reported moderate to high job satisfaction (74%) and **strong commitment** to the hospital's mission and values (68% very/extremely committed).
- Essential PPE such as masks and gloves were highly accessible, while items like face shields and caps were relatively less accessible.
- A majority of nurses were satisfied with working hours, perceived the hospital as somewhat flexible, and rated amenities as good to excellent.

Suggestions

- Improve staffing adequacy and workload distribution to strengthen job satisfaction.
- Enhance access to all categories of PPE, especially face shields and caps.
- Strengthen grievance redressal awareness among staff through orientation and communication.
- Promote transparent management practices and continuous professional development programs.
- Implement structured support and training for handling difficult patients to reduce stress and improve commitment.

Conclusion

The study confirms that nurses' job satisfaction is closely linked to their workplace commitment and is largely shaped by work-related conditions rather than the type of hospital. Improving organizational support systems, resource availability, and professional growth opportunities can substantially enhance both satisfaction and commitment among nursing staff, thereby contributing to better healthcare service delivery.

Here are your references corrected and standardized in **APA 7th edition style** (with proper journal italics, volume/issue format, and titles in sentence case).

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