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A study on the key factors influencing employee Satisfaction at Rajiv Gandhi cooperative hospital Palakkad

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Abstract

This study titled “A Study on the Key Factors Influencing Employee Satisfaction at Rajiv Gandhi Co-operative Hospital, Palakkad” explores the major factors that affect job satisfaction among healthcare employees. The research focuses on key variables such as compensation, leadership support, work environment, welfare measures, recognition, and career development. Using a descriptive research design, data were collected from 50 employees through structured questionnaires. The findings reveal that while most employees are satisfied with teamwork, communication, and workplace safety, areas like workload management, recognition, and career growth need improvement. The study concludes that fair compensation, supportive leadership, welfare initiatives, and professional development opportunities significantly enhance employee motivation and performance. By addressing these factors, the hospital can strengthen employee engagement, improve patient care, and achieve sustainable organizational growth.

Keyword: Employee satisfaction, Healthcare employees, Compensation, Leadership support, Work environment, Welfare measures, Recognition, Career development

Introduction

Employee satisfaction is a critical factor influencing organizational performance, efficiency, and sustainability. It reflects how content employees are with their job, work environment, compensation, recognition, and growth opportunities. In healthcare, employee satisfaction is particularly important due to high-pressure conditions, long working hours, and the emotional demands of patient care. Satisfied employees demonstrate higher engagement, productivity, and commitment, while dissatisfaction can lead to stress, burnout, absenteeism, and lower quality of service. At Rajiv Gandhi Co-operative Hospital, Palakkad, understanding employee satisfaction is essential for improving staff morale, motivation, and patient care outcomes. This study aims to examine key factors affecting satisfaction, assess current levels among hospital employees, and provide recommendations to enhance workplace conditions and overall organizational effectiveness.

Objectives of the Study

- To identify key factors affecting employee satisfaction.
- To evaluate overall current satisfaction levels among different categories of employees.
- To evaluate the role of working conditions and facilities on employee satisfaction.
- To suggest recommendation to improve employee satisfaction

Review of Literature

Lu et al. (2012)^[1]

Lu, Barriball, Zhang, and While (2012)^[1] conducted a systematic review on job satisfaction among hospital nurses. The study identified leadership behavior, remuneration, communication, and workload as primary determinants. Findings revealed that supportive management and equitable pay structures significantly enhance job satisfaction and retention. The authors concluded that improving organizational culture and open communication are essential for sustaining employee motivation in healthcare.

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Khamisa et al. (2015) [2]

Khamisa, Oldenburg, Peltzer, and Ilic (2015) [2] investigated the links between work-related stress, burnout, and job satisfaction among South African nurses. The research found that heavy workloads and insufficient organizational support lowered satisfaction and increased burnout. The authors emphasized that balancing job demands with adequate resources, recognition, and managerial assistance is crucial to maintaining employee satisfaction and overall well-being.

Al-Hamdan et al. (2017) [3]

Al-Hamdan, Manojlovich, and Tanima (2017) [3] reviewed transformational leadership and its influence on nursing care quality and satisfaction. The study highlighted that transformational leaders who communicate effectively, empower staff, and promote teamwork significantly enhance job satisfaction and commitment. The authors concluded that leadership style plays a pivotal role in shaping employee morale, engagement, in healthcare.

Labrague et al. (2021) [4]

Labrague, McEnroe-Petitte, Tsaras, and Cruz (2021) [4] examined the relationship between organizational commitment and job satisfaction among nurses. Their systematic review found that supportive environments, teamwork, and recognition foster greater satisfaction and commitment. The authors noted that maintaining a positive workplace culture enhances workforce stability and patient care outcomes, especially during public health crises such as COVID-19.

Nwosu et al. (2020) [5]

Nwosu, Eze, and Ojukwu (2020) [5] investigated determinants of employee satisfaction among healthcare workers in Nigeria. The study found that compensation, welfare programs, and recognition are key predictors of satisfaction and retention. The authors concluded that healthcare administrators must prioritize equitable reward systems and welfare initiatives to improve employee engagement and organizational productivity.

Research Methodology

This study adopted a quantitative and descriptive research approach to analyze the factors influencing employee satisfaction at Rajiv Gandhi Co-operative Hospital, Palakkad. Data were collected from 50 employees across various departments using a structured questionnaire based on convenience sampling. Both primary and secondary data were utilized, and the results were analyzed using simple percentage analysis and the Chi-square (χ^2) test to identify relationships between satisfaction factors such as working conditions, welfare measures, recognition, compensation, and career growth. This systematic approach ensured objective, reliable, and data-driven insights into employee satisfaction levels.

Data Collection Method

- **Primary Data:** The primary data were collected through a structured questionnaire distributed to 50 employees of Rajiv Gandhi Co-operative Hospital, Palakkad. It included multiple-choice, Likert scale, and

open-ended questions on factors such as work environment, welfare measures, salary, recognition, and career growth.

- **Secondary Data:** The secondary data were gathered from books, journals, previous research studies, and online sources to provide theoretical background and support the analysis.

Table 1: Experience of Respondents

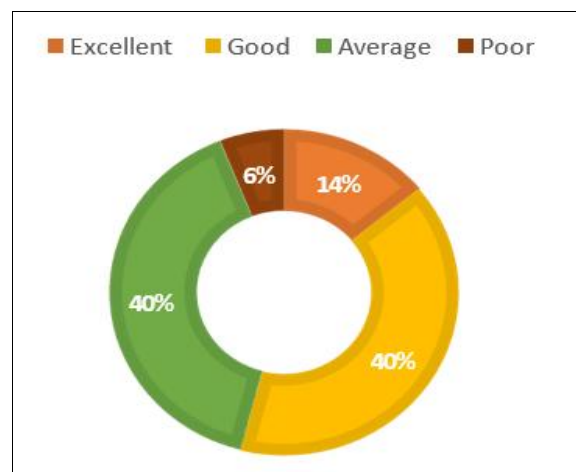
Experience	Respondents	Percentage
Less than 1 year	8	16%
1-3 years	11	22%
4-6 years	16	32%
More than 6 years	15	30%
Total	50	100%

Interpretation

The table shows that most of the respondents have 4-6 years of experience (32%), followed by 30% who have more than 6 years of experience. About 22% of respondents have 1-3 years of experience, and 16% have less than 1 year.

Table 2: Rating of Work Life Balance

Options	Frequency	Percentage
Excellent	7	14%
Good	20	40%
Average	20	40%
Poor	3	6%
Total	50	100%

**Chart 1: Perception of Work Life Balance****Interpretation**

From the above table that 40% of respondents rated work-life balance as good, and another 40% rated it as average. About 14% considered it excellent, while 6% rated it as poor. This indicates that most employees perceive their work-life balance as moderate to good, with some room for improvement.

Chi Square Test**Relationship Between Experience of Respondents and Rating of Work-Life Balance**

- **Null hypothesis (H_0):** There is no significant relationship between experience of respondents and rating of work-life balance.

- **Alternative Hypothesis (H₁):** There is a significant relationship between experience of respondents and rating of work- life balance.

Table 3: Chi- Square Test

Experience	Excellent	Good	Average	Poor	Row total
Less than 1 year	1	3	3	1	8
1-3 years	2	5	4	0	11
4-6 years	3	7	5	1	16
More than 6 years	1	5	8	1	15
Column total	7	20	20	3	50

Experience	(O-E) ² / E
Less than 1 year	1.12
1- 3 years	1.45
4 - 6 years	2.86
More than 6 years	1.79
Total x ² value	7.22

Particulars	Table
Chi square test x ²	7.22
Degrees of freedom (df)	9
Significance level (p-value)	0.62
Level of significance	0.05

Chi square (x²) = 7.22

Degrees of freedom (df) = 9 p-value = 0.62 > 0.05

Interpretation

Since the p-value (0.62) is greater than 0.05, the null hypothesis (H₀) is accepted and the alternative hypothesis (H₁) is rejected.

Hence, there is no significant relationship between the experience of respondents and their rating of work-life balance.

Findings

- Majority of respondents (50%) are aged between 35-45 years, indicating a predominantly mid-career and experienced workforce.
- Most employees (44%) belong to the nursing department, forming the largest segment of hospital staff.
- Salary, benefits, and career growth opportunities are rated average by most respondents, suggesting a need for improvement.
- Teamwork, welfare measures, and work-life balance are perceived as moderately satisfactory among employees.
- Hypothesis testing reveals no significant relationship between employees' age and job security, or between experience and work-life balance.

Suggestions

- The management should enhance salary and benefits to improve employee satisfaction and retention.
- Clear and structured career growth opportunities should be introduced to motivate and develop employees.
- Regular recognition and appreciation programs can strengthen employee morale and engagement.
- Effective communication channels between management and staff should be established to promote transparency.

- Continuous improvement of welfare, health, and safety measures is essential to ensure employee well-being and productivity.

Conclusion

The study reveals that employee satisfaction at Rajiv Gandhi Cooperative Hospital is mainly influenced by salary, work environment, communication, recognition, and career growth opportunities. Employees generally express positive views toward management support and teamwork, though improvements are needed in workload and promotion policies. Ensuring fair compensation, professional development, and a supportive work culture can enhance employee morale, reduce turnover, and improve overall organizational performance.

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