Organizational Culture, Job Satisfaction, and Nursing Performance: An Empirical Study among Nurses in Private Hospitals of Palakkad District, Kerala

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Abstract

This study examines the relationships between organizational culture, job satisfaction and nursing performance among nurses working in private hospitals in Palakkad District, Kerala. A quantitative, descriptive and correlational cross-sectional research design was adopted. Data were collected from 250 nurses using a structured questionnaire administered through a professional network of nurses, employing non-probability convenience sampling with voluntary participation. Descriptive statistics, Pearson's correlation and an independent-samples t-test were used for analysis. The findings revealed significant positive relationships between organizational culture and self-reported nursing performance ($r = 0.554$, $p < 0.001$) and between organizational culture and job satisfaction ($r = 0.759$, $p < 0.001$). Female respondents reported significantly higher job satisfaction than male respondents (31.79 versus 28.55; $p = 0.001$). The findings highlight the association of organizational culture with nurses' workplace experiences and self-reported performance. However, the cross-sectional design and non-probability sampling limit causal interpretation and generalizability.

Keywords: Organizational Culture; Job Satisfaction; Nursing Performance; Private Hospitals; Kerala.

Introduction

Nurses play a vital role in healthcare delivery, and their job satisfaction and professional performance are important to the effective functioning of hospitals. The workplace experiences of nurses are shaped by various organizational factors, among which organizational culture is particularly relevant. Organizational culture encompasses the shared values, beliefs, practices and behavioural norms that influence communication, teamwork, employee participation, trust, adaptability and management practices within an organization. In healthcare settings, a supportive organizational culture may foster collaboration, professional involvement and a favourable work environment, which may, in turn, be associated with nurses' job satisfaction and performance.

Job satisfaction reflects employees' overall evaluation of their work and may be influenced by factors such as supervisory support, recognition, professional growth, work-life balance,

remuneration and job security. These considerations are particularly important in nursing, where employees perform demanding responsibilities involving patient care, communication and adherence to professional standards. Workplace experiences and job satisfaction may also differ according to individual characteristics such as gender.

Understanding these relationships is particularly relevant in private hospitals, where maintaining a satisfied and effective nursing workforce is important for organizational functioning and quality healthcare delivery. Therefore, the present study examines the relationships between organizational culture and nursing performance and between organizational culture and job satisfaction, while also investigating gender differences in job satisfaction among nurses working in private hospitals in Palakkad District, Kerala.

Review of Literature

1. Kuswati et al. (2020) examined the influence of organizational culture on nurse performance and quality of nursing work life among registered nurses at Baptist Batu Hospital. Using a cross-sectional design and Partial Least Squares Structural Equation Modeling, the study found that organizational culture had a significant positive influence on nurse performance. The findings indicate that strengthening organizational culture may contribute to improved nursing performance.
2. Almutairi et al. (2022), through a review of literature on organizational culture and healthcare-professional performance, identified organizational culture as an important organizational factor associated with the efficiency and effectiveness of healthcare workers. The review highlighted the relevance of organizational culture to nursing performance and emphasized the importance of understanding cultural factors within healthcare organizations.
3. Tzeng, Ketefian, and Redman (2002) investigated the relationship between nurses' perceptions of organizational culture and job satisfaction. Using correlation and regression analyses, the study found that the strength of organizational culture positively predicted nurses' job satisfaction, suggesting that a favourable organizational environment plays an important role in shaping nurses' satisfaction with their work.
4. Chung and Ahn (2019) conducted a meta-analysis of 36 studies examining the relationship between organizational culture and job satisfaction among Korean hospital nurses. The results demonstrated a moderate overall correlation between organizational culture and job satisfaction. Innovation-oriented and relation-oriented cultures showed particularly strong positive associations with nurses' job satisfaction, demonstrating the importance of supportive organizational environments in enhancing employee satisfaction.
5. Kiptulon et al. (2025) investigated organizational culture and job satisfaction among nurses in Kenya using a cross-sectional survey. The findings demonstrated that organizational characteristics, particularly nurses' participation in hospital affairs and staffing and resource adequacy, significantly predicted job satisfaction. The study reinforces the

importance of organizational culture and the nursing practice environment in shaping nurses' workplace satisfaction.

6. Akbari et al. (2020) examined gender differences in job satisfaction among 146 nurses working in public and private hospitals in Tehran found significant differences between male and female nurses across several dimensions of job satisfaction. Male nurses generally reported higher levels of job satisfaction than their female counterparts, although no significant gender difference was observed regarding satisfaction with the nursing profession itself. The findings indicate that gender may be associated with differences in nurses' workplace experiences and job satisfaction.
7. Kagan, Hendel, and Savitsky (2021) investigated gender differences in nurses' job satisfaction. Evidence regarding gender differences in nurses' job satisfaction is not uniform across settings. A cross-sectional study published in *BMC Nursing* found that female nurses had significantly higher odds of reporting high or very high job satisfaction compared with male nurses. This finding suggests that the relationship between gender and job satisfaction may vary according to organizational and professional contexts.
8. Maharjan, Manandhar, Chakradhar, and Prajapati (2024), in their study titled *"Job Satisfaction of Nurses Working in a Central-Level Hospital,"* assessed job satisfaction among 263 nurses using a descriptive cross-sectional design. The findings revealed that 69.6% of nurses were satisfied with their jobs, while 60.8% expressed a high intention to leave. Job satisfaction was significantly associated with turnover intention, and factors such as age, marital status, and area of specialty influenced nurses' intention to leave. The study emphasized the need to improve recognition and retention strategies to enhance nursing workforce stability.
9. Ming, Ahmad, Kunjukunju, Fariza, Johari, and Yusof (2023), in their study titled *"Job Satisfaction and Commitment among Registered Nurses Employed in Selected Private Hospitals in Malaysia,"* investigated the relationship between job satisfaction and professional commitment among 150 registered nurses using a cross-sectional design. The findings indicated that nurses experienced moderate job satisfaction and professional commitment. A weak but significant positive relationship was found between job satisfaction and job commitment ($r = 0.361$, $p < 0.001$). The authors recommended enhancing career advancement opportunities, promotion policies, and evidence-based nursing practices to improve nurses' job satisfaction and organizational commitment.

RESEARCH GAP

Although previous studies have examined organizational culture, job satisfaction and nursing performance in different healthcare contexts, limited empirical evidence is available regarding the relationships among these variables among nurses working in private hospitals in Palakkad District, Kerala. Moreover, evidence regarding gender differences in nurses' job satisfaction

remains inconsistent across settings. The present study addresses this contextual gap by examining these relationships within the private hospital sector of Palakkad District.

STATEMENT OF THE PROBLEM

Nurses working in private hospitals perform demanding responsibilities that require effective communication, teamwork and organizational support. Differences in workplace culture may be associated with variations in job satisfaction and self-reported nursing performance. However, the relationships among these factors require further examination in the context of private hospitals in Palakkad District, Kerala. The present study therefore investigates the relationships between organizational culture and nursing performance, and between organizational culture and job satisfaction, while also examining whether mean job satisfaction differs between male and female nurses. The findings aim to provide context-specific insights into nurses' workplace experiences and identify organizational areas warranting managerial attention.

OBJECTIVES OF THE STUDY

- To examine the relationship between organizational culture and nursing performance among nurses working in private hospitals in Palakkad District, Kerala.
- To examine the relationship between organizational culture and job satisfaction among nurses working in private hospitals in Palakkad District, Kerala.
- To examine whether job satisfaction differs significantly between male and female nurses working in private hospitals in Palakkad District, Kerala.

RESEARCH METHODOLOGY

RESEARCH DESIGN

The study adopted a quantitative, descriptive and correlational cross-sectional research design to examine organizational culture, job satisfaction and nursing performance among nurses working in private hospitals in Palakkad District, Kerala. The descriptive component was employed to examine the demographic characteristics of respondents and their perceptions of organizational culture, job satisfaction and nursing performance. The correlational component was used to investigate the relationships between organizational culture and nursing performance, and between organizational culture and job satisfaction. Additionally, an independent-samples t-test was employed to examine differences in mean job satisfaction between male and female nurses. Primary data were collected using a structured questionnaire administered to nurses working in private hospitals in Palakkad District during a single data collection period. As the study was observational and cross-sectional, the findings were interpreted as associations and group differences rather than causal relationships.

SAMPLE SIZE

In this survey the sample size is 250.

SAMPLING METHOD

The study employed a non-probability convenience sampling method. Respondents were approached through a professional network of nurses working in private hospitals in Palakkad District, Kerala. A structured questionnaire was administered to eligible nurses who were willing to participate in the study. Data collection continued until the required sample size of 250 respondents was obtained.

TOOLS AND TECHNIQUES USED IN THIS STUDY

The responses from the respondents were analyzed using the

1. Simple percentage method

2. Pearson correlation

3. Independent samples t-test

HYPOTHESIS

ORGANIZATIONAL CULTURE AND NURSING PERFORMANCE

Pearson correlation

H_0: There is no statistically significant linear relationship between organizational culture and nursing performance among nurses working in private hospitals in Palakkad District, Kerala.

H_1: There is a statistically significant linear relationship between organizational culture and nursing performance among nurses working in private hospitals in Palakkad District, Kerala.

ORGANIZATIONAL CULTURE AND JOB SATISFACTION

Pearson correlation

H_0: There is no statistically significant linear relationship between organizational culture and job satisfaction among nurses working in private hospitals in Palakkad District, Kerala.

H_1: There is a statistically significant linear relationship between organizational culture and job satisfaction among nurses working in private hospitals in Palakkad District, Kerala.

GENDER AND JOB SATISFACTION

Independent-samples t-test

H_0: There is no statistically significant difference in mean job satisfaction between male and female nurses working in private hospitals in Palakkad District, Kerala.

H_1: There is a statistically significant difference in mean job satisfaction between male and female nurses working in private hospitals in Palakkad District, Kerala.

DATA ANALYSIS AND INTERPRETATON

1. Demographic profile of respondents

Table 1. Demographic Characteristics of Nurses Working in Private Hospitals of Palakkad District (N = 250)

	Variable	Category	Frequency %
Gender	Male	33	13.2
	Female	217	86.8
Age	Below 25 years	54	21.6
	25–34 years	109	43.6
	35–44 years	55	22.0
	45 years and above	32	12.8
Educational Qualification	GNM	50	20.0
	B.Sc. Nursing	189	75.6
	M.Sc. Nursing	11	4.4
	Other	0	0.0
Years of Experience	Less than 2 years	54	21.6
	2–5 years	109	43.6
	6–10 years	55	22.0
	More than 10 years	32	12.8
Monthly Salary	Below ₹20,000	54	21.6
	₹20,001–₹30,000	109	43.6
	₹30,001–₹40,000	42	16.8
	Above ₹40,000	45	18.0
Employment Status	Permanent	153	61.2
	Contract	97	38.8

Interpretation

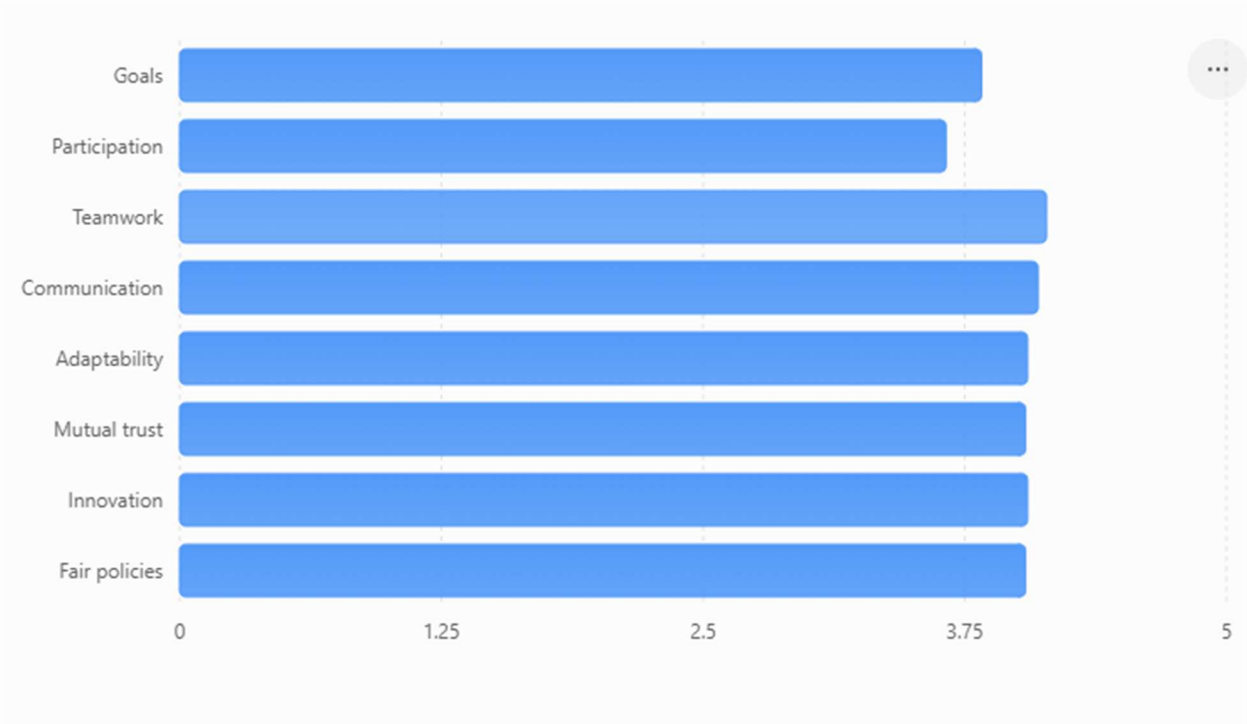
The demographic profile indicates that female nurses constitute 86.8% of the respondents, while 43.6% belong to the 25–34 age group. Most respondents hold a B.Sc. Nursing qualification (75.6%), and 43.6% have 2–5 years of professional experience. Furthermore, 43.6% earn a monthly salary between ₹20,001 and ₹30,000, while 61.2% are permanently employed.

2. Organizational Culture

Table 2. Descriptive Analysis of Organizational Culture among Nurses (N = 250)

Organizational culture dimension	Mean	Agree %
Clearly defined goals and objectives	3.83	80.4
Participation in decision-making	3.66	81.6
Teamwork	4.14	86.4
Management communication	4.10	90.0
Adaptability to healthcare changes	4.05	87.6
Mutual trust	4.04	86.4
Innovation and new ideas	4.05	84.0
Fair application of policies	4.04	88.0
Overall item-average mean	3.99	—

Figure 1. Mean Scores of Organizational Culture Dimensions



Interpretation

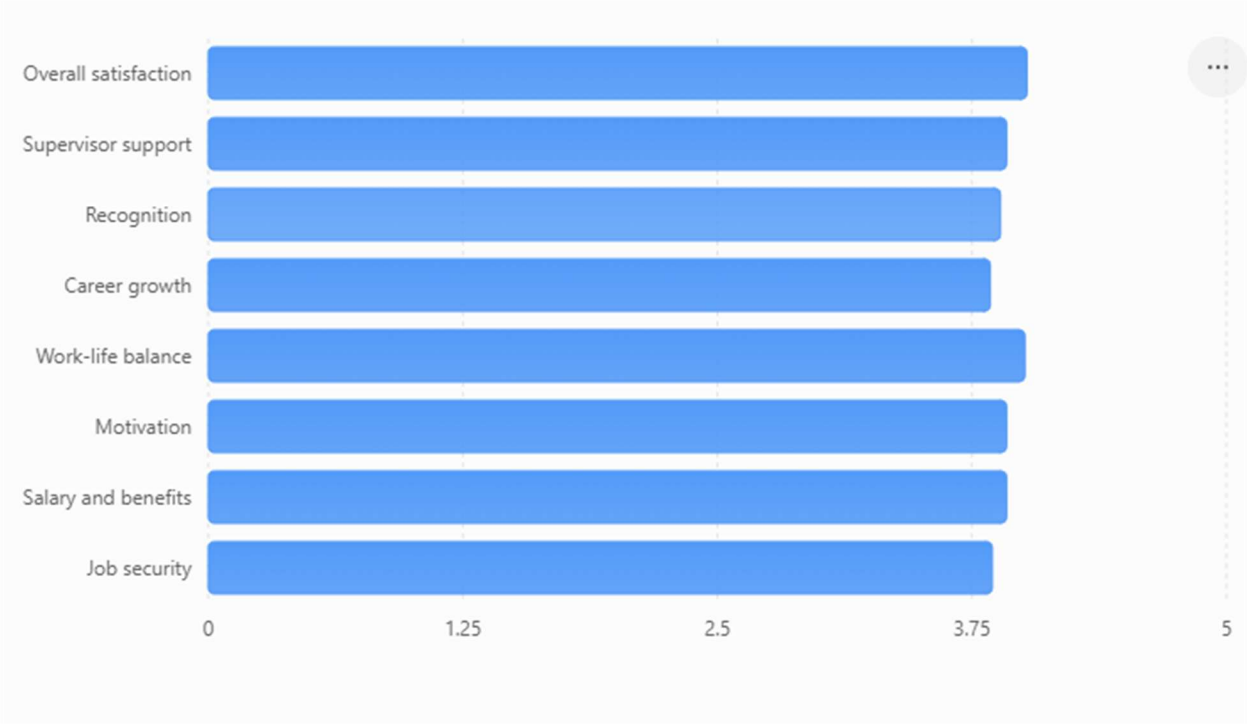
The findings indicate generally positive perceptions of organizational culture, with an overall item-average mean of 3.99. Teamwork recorded the highest mean score (4.14), while effective management communication received the highest agreement percentage (90.0%). Participation in decision-making recorded the lowest mean score (3.66), suggesting comparatively less favourable perceptions of employee involvement in organizational decisions.

3. Job Satisfaction

Table 3. Descriptive Analysis of Job Satisfaction among Nurses (N = 250)

Job satisfaction dimension	Mean	Agree %
Overall job satisfaction	4.02	87.2
Supervisor support	3.92	84.8
Recognition for work	3.89	90.8
Professional growth	3.84	82.4
Work-life balance	4.01	83.6
Motivation to perform duties	3.92	84.8
Salary and benefits	3.92	85.2
Job security	3.85	80.8
Overall item-average mean	3.92	—

Figure 2. Mean Scores of Job Satisfaction Dimensions



Interpretation

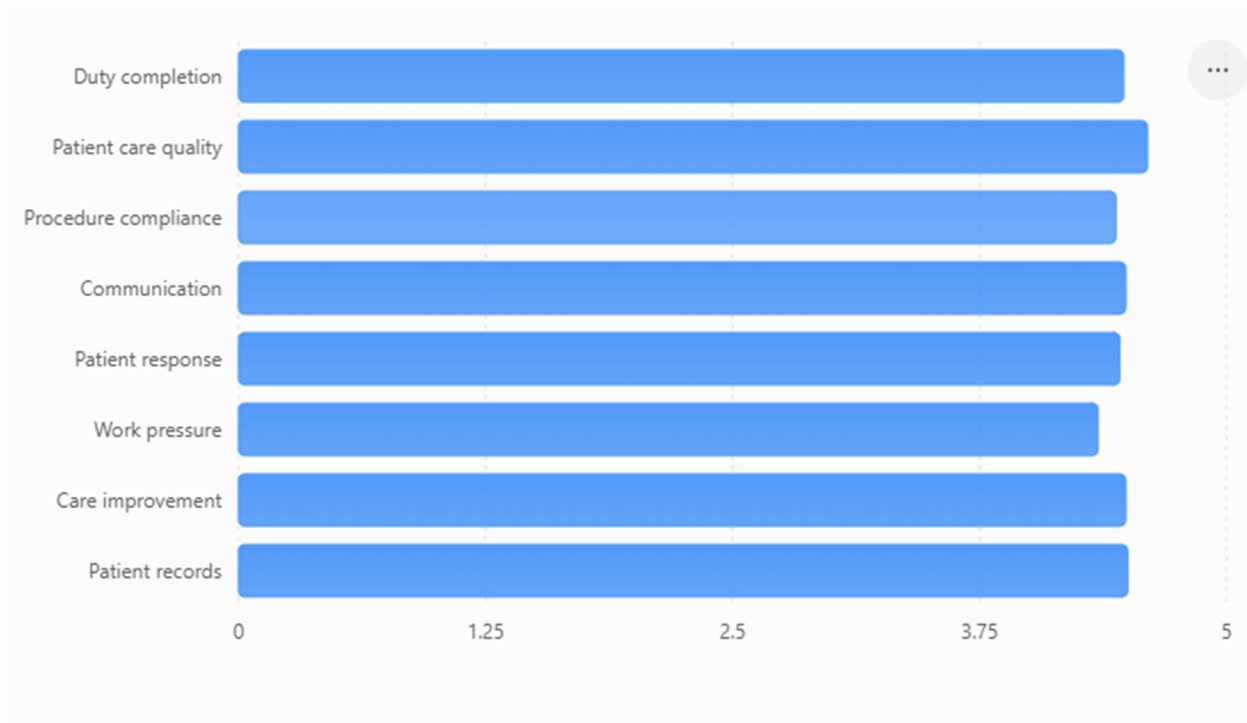
The overall item-average mean of 3.92 indicates generally favourable job satisfaction responses. Satisfaction with the current job recorded the highest mean score (4.02), while recognition for work received the highest agreement percentage (90.8%). Professional growth opportunities recorded the lowest mean score (3.84), followed by job security (3.85), identifying areas with comparatively less favourable responses.

4. Nursing Performance

Table 4. Descriptive Analysis of Self-Reported Nursing Performance (N = 250)

Nursing performance dimension	Mean	Agree %
Efficient completion of duties	4.48	88.4
Quality patient care	4.60	92.0
Compliance with procedures	4.44	83.2
Effective communication	4.49	88.4
Prompt response to patients	4.46	86.0
Managing work pressure	4.35	83.6
Improving patient care	4.49	88.4
Accurate patient records	4.50	84.8
Overall item-average mean	4.48	—

Figure 3. Mean Scores of Self-Reported Nursing Performance Dimensions



Interpretation

The overall item-average mean of 4.48 indicates strong agreement with the self-reported nursing performance statements. Providing high-quality patient care recorded the highest mean score (4.60), with 92.0% of respondents agreeing or strongly agreeing. Managing work pressure recorded the lowest mean score (4.35), indicating a comparatively less favourable response in this dimension, despite its relatively high mean.

TESTING OF HYPOTHESIS

1. **NULL HYPOTHESIS:** There is no statistically significant linear relationship between organizational culture and nursing performance among nurses working in private hospitals in Palakkad District, Kerala.

Correlations

		oc	NP
oc	Pearson Correlation	1	.554**
	Sig. (2-tailed)		.000
	N	250	250
NP	Pearson Correlation	.554**	1
	Sig. (2-tailed)	.000	
	N	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Interpretation

Pearson's correlation analysis revealed a moderate positive and statistically significant relationship between organizational culture and self-reported nursing performance ($r = 0.554$, $p < 0.001$, $N = 250$). This indicates that respondents reporting more favourable perceptions of organizational culture tended to report higher levels of nursing performance. Since the p-value is below the 0.05 significance level, the null hypothesis is rejected. The findings provide evidence of a positive linear association between organizational culture and self-reported nursing performance among the surveyed nurses. However, the cross-sectional design does not establish a causal relationship.

2. **NULL HYPOTHESIS:** There is no statistically significant linear relationship between organizational culture and job satisfaction among nurses working in private hospitals in Palakkad District, Kerala.

Correlations

		oc	js
oc	Pearson Correlation	1	.759**
	Sig. (2-tailed)		.000

	N	250	250
	Pearson Correlation	.759**	1
js	Sig. (2-tailed)	.000	
	N	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Interpretation

Pearson's correlation analysis revealed a strong positive and statistically significant relationship between organizational culture and job satisfaction ($r = 0.759$, $p < 0.001$, $N = 250$). This indicates that respondents reporting more favourable perceptions of organizational culture tended to report higher levels of job satisfaction. Since the p-value is below the 0.05 significance level, the null hypothesis is rejected. The findings provide evidence of a positive linear association between organizational culture and job satisfaction among the surveyed nurses. However, the findings do not establish that organizational culture causes changes in job satisfaction.

3. **NULL HYPOTHESIS:** There is no statistically significant difference in mean job satisfaction between male and female nurses working in private hospitals in Palakkad District, Kerala.

Group Statistics

	1	N	Mean	Std. Deviation	Std. Error Mean
js	Male	33	28.5455	5.30384	.92328
	FEmale	217	31.7926	5.21379	.35394

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means

		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
js	Equal variances assumed	.812	.368	-3.326	248	.001	-3.24717	.97636	-5.17019	-1.32415
	Equal variances not assumed			-3.284	41.962	.002	-3.24717	.98879	-5.24269	-1.25165

Interpretation

An independent-samples t-test was conducted to examine differences in mean job satisfaction between male and female respondents. Levene's test indicated no statistically significant difference in variances ($F = 0.812$, $p = 0.368$); therefore, the equal-variances-assumed results were used. The analysis revealed a statistically significant difference in job satisfaction between male and female respondents, $t(248) = -3.326$, $p = 0.001$. Female respondents ($n = 217$, $M = 31.79$, $SD = 5.21$) reported higher mean job satisfaction than male respondents ($n = 33$, $M = 28.55$, $SD = 5.30$). Accordingly, the null hypothesis is rejected. The observed difference should be interpreted within the sample surveyed and does not establish that gender causes differences in job satisfaction.

DISCUSSION

The findings highlight the relevance of organizational culture to nurses' workplace experiences in private hospitals. The positive association between organizational culture and self-reported nursing performance is consistent with Kuswati et al. (2020), who reported a significant positive influence of organizational culture on nurse performance. Similarly, the strong positive relationship between organizational culture and job satisfaction supports previous nursing research demonstrating that favorable organizational culture is associated with greater job satisfaction (Tzeng et al., 2002; Chung & Ahn, 2019; Kiptulon et al., 2025). Tzeng et al., for example, found that stronger organizational culture positively predicted nurses' job satisfaction. The significant gender difference observed in the present study, with female nurses reporting higher job satisfaction, indicates that gender-related patterns may vary across settings. This contrasts with Akbari et al. (2020), who reported generally higher job satisfaction among male nurses, suggesting that gender differences in nurses' job satisfaction may be context-specific.

RECOMMENDATIONS

Private hospital administrators may consider strengthening nurses' participation in decision-making through structured feedback mechanisms and regular staff consultations. Greater attention

to professional development, career advancement and transparent promotion practices may address comparatively less favorable perceptions of growth opportunities. Reviewing workload distribution and providing support for managing work pressure may also be beneficial. Given the observed gender difference in job satisfaction, further investigation is warranted to understand its underlying factors before introducing targeted interventions. Periodic assessments of organizational culture and job satisfaction may help identify workplace concerns and inform subsequent managerial decisions.

LIMITATIONS AND FUTURE RESEARCH

The study has certain limitations that should be considered when interpreting its findings. The use of non-probability convenience sampling with voluntary participation limits the generalizability of the results beyond the surveyed nurses. As the study was cross-sectional, the observed relationships cannot establish causality. Furthermore, the study was confined to nurses working in private hospitals in Palakkad District and relied on self-reported measures, including nursing performance. Future studies may employ probability sampling, include nurses from different geographical areas and hospital settings, and use longitudinal designs or supervisor-assessed performance measures. Further research may also examine factors underlying gender differences in job satisfaction and other organizational variables influencing nursing performance.

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