



IMPACT OF WORK ENVIRONMENT ON JOB SATISFACTION OF NURSES IN PRIVATE HOSPITALS: A STUDY WITH SPECIAL REFERENCE TO TIRUNELVELI DISTRICT

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Abstract

Nurses provide exceptional patient care; thus, their efficiency, devotion, and satisfaction are crucial. Work environment variables include organisational support, workload, interpersonal interactions, leadership, and resources affect nurse job satisfaction. This research analyses how the work environment affects job satisfaction for private hospital nurses in Tirunelveli District. The study aims to determine how work environment affects nurse job satisfaction.

Descriptive research uses primary and secondary data. A structured questionnaire was used to obtain primary data from nurses in selected private hospitals in Tirunelveli District. The questionnaire included working environment, management support, communication, workload, career advancement, and job satisfaction. Percentage, mean score, and correlation were used to analyse the data.

The research found that supportive work environments, good leadership, enough staffing, and medical resources boost nurses' job satisfaction. Conversely, overwork, lack of recognition, and restricted job progression chances lower contentment. The research emphasises the relevance of a healthy organisational environment in private hospitals for nurse morale, performance, and retention.

Keywords: Job Satisfaction, Work Environment, Nurses, Private Hospitals, Healthcare Management.

Introduction

The healthcare sector plays an important role in ensuring the well-being of society, and nurses form the backbone of hospital services. Nurses spend significant time with patients and contribute to patient care, treatment support, and emotional comfort. Therefore, their job satisfaction is essential for maintaining high-quality healthcare services.

Job satisfaction refers to the level of contentment employees feel about their work, which influences their motivation, productivity, and commitment to the organization. In hospitals, several factors influence job satisfaction among nurses, including work environment, workload, salary, leadership support, and career development opportunities.

Among these factors, the work environment plays a crucial role. A healthy work environment includes adequate facilities, supportive management, good communication, teamwork, and reasonable workloads. Studies indicate that workplace conditions such as staffing levels, leadership style, and organizational support significantly influence nurses' satisfaction and performance.

In recent years, many private hospitals have expanded in Tirunelveli District, increasing the demand for nursing professionals. However, nurses often face challenges such as long working hours, heavy workload, and workplace stress. These issues may affect their job satisfaction and overall performance.

Hence, it is important to study how the work environment affects the job satisfaction of nurses working in private hospitals in this region.

Research Problem

Private hospital nurses face long hours, heavy patient loads, inadequate staffing, and minimal managerial assistance. These factors may lower work satisfaction and commitment.

Job unhappiness among nurses may cause absenteeism, low productivity, high turnover, and poor patient care. Research shows that work atmosphere greatly affects nurse satisfaction and retention.

Private hospitals are developing quickly in Tirunelveli District, boosting need for competent nurses. However, little research has examined how job circumstances impact nurse satisfaction in this location. This research examines how the work environment affects job satisfaction for nurses at private hospitals in Tirunelveli District.

Objectives of the Study

1. To examine the work environment of nurses working in private hospitals in Tirunelveli District.
2. To measure the level of job satisfaction among nurses in private hospitals.
3. To analyze the relationship between work environment and job satisfaction.
4. To identify the factors influencing job satisfaction among nurses.
5. To provide suggestions to improve the work environment and job satisfaction of nurses.

Review of Literature

Kaddourah et al. (2013) examined the factors influencing job satisfaction among nurses in a tertiary care hospital. The study found that workplace conditions, leadership support, and teamwork significantly influence job satisfaction among nurses.

Albashayreh et al. (2019) analyzed the relationship between work environment and job satisfaction among nurses in hospitals. The study concluded that a healthy work environment improves job satisfaction and reduces turnover intentions among nurses.

Poerin and Sudjana (2022) investigated the relationship between quality of work life and job satisfaction of nurses. Their findings showed that improved workplace conditions enhance nurse performance and motivation.

Alshaghathirah et al. (2024) highlighted that leadership style, nurse–patient ratios, organizational support, and workplace conditions are major determinants of job satisfaction among nurses.

Yulastri et al. (2025) studied the relationship between work environment and nurse performance and concluded that supportive workplace conditions and professional development opportunities improve nurses' productivity and job satisfaction.

The above studies indicate that the work environment plays a significant role in influencing nurses' job satisfaction and performance.

Research Methodology

This study used a descriptive research approach to examine the correlation between the work environment and job satisfaction of nurses employed in private hospitals. Descriptive research is suitable for this study as it facilitates the methodical collection, analysis, and interpretation of data about current working circumstances and their impact on employee attitudes and satisfaction levels. This approach

allows the researcher to comprehend the existing work environment encountered by nurses and its impact on their job satisfaction levels.

The scope of the research is limited to private hospitals situated in Tirunelveli District, Tamil Nadu. Tirunelveli District has seen substantial expansion in private healthcare facilities in recent years, resulting in heightened need for competent nursing staff. The district was chosen as the research location to investigate the working conditions and satisfaction levels of nurses in private healthcare facilities within this region.

The study's sample size comprises 217 nurses working in designated private hospitals within Tirunelveli District. The participants are staff nurses from all departments and experience levels. The sample size was deemed sufficient to provide dependable data about the work environment and job satisfaction of nurses.

The convenience sampling approach was used for respondent selection. Nurses who were available and willing to participate in the research were chosen as responders using this manner. This strategy was deemed appropriate owing to the characteristics of hospital work schedules and the challenges in reaching nurses throughout their shifts.

The research utilises both primary and secondary data sources. Primary data were obtained directly from respondents using a standardised questionnaire including enquiries on workplace amenities, management support, workload, communication, teamwork, and overall job satisfaction. Secondary data were sourced from diverse sources including books, academic journals, research papers, reports, and pertinent websites. These sources contributed to the formulation of the theoretical framework and the examination of prior research about job satisfaction and the work environment.

Various statistical techniques were used for the analysis of the gathered data. Percentage analysis was used to comprehend the demographic profile of respondents and their reactions to various factors. The study of mean scores facilitated the assessment of agreement or satisfaction about numerous components of the work environment. Correlation analysis was used to evaluate the association between work environment factors and job satisfaction.

Data Analysis

Table 1: Age of Nurses

Age Group	No. of Respondents	Percentage
Below 25	52	24%
25–30	84	39%
31–35	48	22%
Above 35	33	15%
Total	217	100%

Table 1 shows the age distribution of nurses working in private hospitals in Tirunelveli District. Out of the total 217 respondents, 84 nurses (39%) belong to the 25–30 years age group, which constitutes the largest proportion of the sample. This indicates that the majority of nurses in private hospitals are young professionals in the early stages of their careers. Further, 52 respondents (24%) are below 25 years, suggesting that a considerable number of newly qualified nurses are employed in private hospitals. In addition, 48 nurses (22%) fall within the 31–35 years age category, reflecting a moderate level of

experienced nursing staff. Finally, 33 respondents (15%) are above 35 years, representing the smallest group in the sample.

Table 2: Work Experience of Nurses

Experience	Respondents	Percentage
Below 2 years	63	29%
2–5 years	91	42%
6–10 years	42	19%
Above 10 years	21	10%
Total	217	100%

Table 2 presents the distribution of respondents based on their work experience in private hospitals in Tirunelveli District. Out of the total 217 nurses, 91 respondents (42%) have 2–5 years of work experience, which represents the largest proportion of the sample. This indicates that many nurses are in the early to mid stages of their professional careers. Additionally, 63 respondents (29%) have less than 2 years of experience, suggesting that a considerable number of newly recruited nurses are employed in private hospitals. Furthermore, 42 nurses (19%) have 6–10 years of experience, showing the presence of moderately experienced staff in the hospitals. Finally, only 21 respondents (10%) have more than 10 years of work experience, which represents the smallest share of the sample.

Table 3: Mean Score Analysis of Work Environment Factors

Factors	Mean Score
Workplace facilities	3.82
Management support	3.75
Team cooperation	3.90
Workload	3.21
Communication	3.68

Table 3 presents the mean score analysis of various work environment factors influencing the job satisfaction of nurses working in private hospitals in Tirunelveli District. Among the factors listed, team cooperation records the highest mean score of 3.90, indicating that nurses generally experience a good level of teamwork and support from their colleagues in the workplace. Workplace facilities have a mean score of 3.82, which suggests that the majority of nurses are fairly satisfied with the physical infrastructure and resources available in their hospitals. Management support shows a mean score of 3.75, reflecting a moderate level of satisfaction with the guidance and assistance provided by hospital administrators and supervisors. Similarly, communication within the hospital has a mean score of 3.68, indicating that information sharing and interaction among staff members are reasonably effective. However, workload has the lowest mean score of 3.21, suggesting that many nurses perceive their workload as relatively high and challenging.

Table 4: Mean Score Analysis of Job Satisfaction Factors

Factors	Mean Score
Salary and Benefits	3.45
Promotion Opportunities	3.32
Recognition and Appreciation	3.58
Job Security	3.71

Work–Life Balance	3.29
Relationship with Colleagues	3.84
Relationship with Supervisors	3.67

Table 4 presents the mean score analysis of various job satisfaction factors among nurses working in private hospitals in Tirunelveli District. Among the different factors, relationship with colleagues has the highest mean score of 3.84, indicating that nurses generally maintain good interpersonal relationships and teamwork within the workplace. Job security records a mean score of 3.71, suggesting that nurses feel relatively stable and secure in their employment. The relationship with supervisors has a mean score of 3.67, reflecting a fairly positive interaction between nurses and hospital management. Similarly, recognition and appreciation shows a mean score of 3.58, indicating a moderate level of satisfaction regarding acknowledgment of nurses' efforts. However, salary and benefits have a mean score of 3.45, showing that nurses are only moderately satisfied with their compensation. Promotion opportunities (3.32) and work–life balance (3.29) have comparatively lower mean scores, indicating areas where nurses experience less satisfaction.

Table 5: Correlation Analysis of Work Environment and Job Satisfaction

Particulars	Job Satisfaction
Work Environment	0.86**

Table 5 shows the correlation between work environment and job satisfaction among nurses working in private hospitals in Tirunelveli District. The correlation coefficient value is 0.86, which indicates a strong positive relationship between the work environment and job satisfaction. This means that improvements in workplace conditions—such as better facilities, supportive management, effective communication, teamwork, and manageable workloads—are associated with higher levels of job satisfaction among nurses. The double asterisks (0.86**) indicate that the relationship is statistically significant, suggesting that the association between these two variables is meaningful and not due to chance.

Findings

The study indicates that most nurses employed in private hospitals are from younger age demographics, especially those in the first phase of their employment. A limited percentage of responders belong to the older age groups, suggesting that the nursing employment at private hospitals mostly consists of younger professionals.

The majority of nurses have a modest degree of professional experience. A significant majority of responders has just a few years of experience, while a lesser proportion of nurses have extensive expertise in the field. This indicates that private hospitals employ a combination of freshly hired and relatively experienced nurses. The study of mean scores reveals robust collaboration and cooperation among nurses inside the hospital setting. Workplace amenities and managerial assistance also enhance the work environment. Nonetheless, busyness seems to be a significant element influencing the working conditions of nurses.

The research indicates that interpersonal interactions among colleagues significantly contribute to work satisfaction among nurses. Elements such as job stability, supervisory relationships, and recognition somewhat influence satisfaction levels. Nonetheless, elements such as professional development prospects and work–life equilibrium want improvement.

The correlation study reveals a robust positive association between the work environment and job satisfaction. This indicates that enhancements in workplace circumstances, managerial assistance, efficient communication, and improved cooperation may substantially elevate the job happiness of nurses employed in private hospitals.

Suggestions

Based on the findings of the study, the following suggestions are proposed to improve the work environment and enhance job satisfaction among nurses working in private hospitals

1. **Improve Orientation and Training Programs**

Since the majority of nurses belong to younger age groups and are in the early stages of their careers, hospitals should provide effective orientation and continuous training programs. These programs will help newly recruited nurses adapt to the hospital environment and improve their professional skills.

2. **Enhance Professional Development Opportunities**

Hospitals should create more opportunities for career advancement through training programs, workshops, and higher education support. Providing clear promotion policies and career development paths will motivate nurses and increase their job satisfaction.

3. **Maintain a Balanced Workforce**

As most nurses have limited or moderate experience, hospital management should ensure a balanced mix of experienced and newly recruited nurses. Experienced nurses can guide and mentor younger staff, which will improve overall work efficiency and confidence among nurses.

4. **Reduce Workload and Ensure Adequate Staffing**

Since workload is identified as a major challenge, hospitals should maintain proper nurse–patient ratios and recruit additional nursing staff where necessary. Reducing excessive workload will help decrease stress and improve the working conditions of nurses.

5. **Strengthen Teamwork and Communication**

Hospitals should encourage teamwork and open communication among staff members. Regular meetings, team-building activities, and collaborative decision-making processes can strengthen relationships among nurses and improve the work environment.

6. **Provide Recognition and Appreciation**

Management should recognize the contributions and efforts of nurses through rewards, appreciation programs, and performance incentives. Recognition can significantly enhance motivation and job satisfaction among nursing staff.

7. **Promote Work–Life Balance**

Hospitals should implement flexible work schedules, adequate leave policies, and shift management to help nurses maintain a healthy work–life balance. This will reduce stress and increase overall job satisfaction.

8. **Strengthen Management Support**

Hospital administrators should provide continuous support, guidance, and encouragement to nurses. A supportive leadership style can improve workplace morale and create a positive working environment.

Conclusion

The work environment and job satisfaction of private hospital nurses in Tirunelveli District were evaluated in this research. Nurses are crucial to patient care and hospital operations. Thus, their work happiness greatly impacts hospital performance and healthcare quality.

The survey found that most private hospital nurses are young professionals with moderate job experience. Teamwork, collaboration, workplace amenities, and management support improve nurses' working circumstances, according to work environment variables. Workload is a major issue that impacts the workplace and nursing staff happiness.

The research also found that interpersonal interactions, job stability, and supervisory support boost nurse work satisfaction. Hospital management must also prioritise professional growth and work–life balance. The correlation study also shows that work environment has a substantial positive link with job satisfaction, suggesting that improving working circumstances may boost nurse satisfaction and motivation.

Creating a friendly and healthy workplace is vital for enhancing nurse job satisfaction. Hospital managers should prioritise resource allocation, personnel, collaboration, and career growth. Private hospitals may increase nurse retention, staff morale, and patient care by addressing these concerns.

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