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**A STUDY ON “ORGANIZATIONAL CULTURE AND ITS IMPACTS  
ON EMPLOYEE COMMITMENT IN HEALTHCARE WITH  
REFERENCE TO ST.PETER’S MEDICAL COLLEGE HOSPITAL AND  
RESEARCH INSTITUTE” AT HOSUR**

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### **ABSTRACT**

Organizational culture plays a vital role in shaping employee attitudes, behaviors, and commitment, particularly in healthcare institutions where human resources are critical to service quality and patient outcomes. A strong and positive organizational culture fosters shared values, ethical practices, teamwork, and a supportive work environment, which in turn enhances employee commitment and organizational effectiveness. This study aims to examine organizational culture and its impact on employee commitment with special reference to St. Peter’s Medical College, Hospital & Research Institute. The healthcare sector is highly people-centric, requiring committed and motivated employees to ensure efficient service delivery and quality patient care. Employee commitment comprising affective, continuance, and normative commitment is influenced by various cultural factors such as leadership style, communication patterns, teamwork, recognition, work ethics, and organizational values. This study adopts a descriptive research design to analyze employees’ perceptions of organizational culture and their level of commitment. Primary data is collected through a structured questionnaire administered to employees across different departments, including medical, paramedical, and administrative staff. Secondary data is gathered from journals, research articles, institutional records, and published reports. Statistical tools such as percentage analysis, correlation, and ranking methods are used to interpret the data.

**KEYWORDS:** Organizational Culture, Employee Commitment, Healthcare Institution, Work Environment, Leadership Style, Job Satisfaction, Teamwork, Employee Motivation, Organizational Values, Organizational Effectiveness.

## 1. INTRODUCTION

Organizational culture is a fundamental element that influences the success and effectiveness of any organization. It represents the shared values, beliefs, attitudes, and behaviors that guide how employees interact and perform their roles within the organization. A strong organizational culture helps shape a positive work environment where employees feel motivated and engaged. When organizations promote values such as teamwork, trust, open communication, and mutual respect, employees are more likely to collaborate effectively and contribute toward achieving organizational goals. In contrast, a weak or negative culture can result in dissatisfaction, conflicts, low morale, and reduced productivity. Therefore, building and maintaining a healthy organizational culture is essential for long-term organizational success.

In today's dynamic work environment, employees are regarded as valuable assets who play a crucial role in organizational growth and sustainability. Employee commitment, which refers to the emotional attachment, loyalty, and dedication employees have toward their organization, is a key factor in improving organizational performance. Highly committed employees tend to be more productive, actively participate in organizational activities, and remain loyal for a longer period. On the other hand, low levels of commitment may lead to absenteeism, decreased performance, and high employee turnover, which can negatively impact organizational effectiveness.

Organizational culture significantly influences employee commitment by shaping how employees are treated, how decisions are made, and how communication flows within the organization. A supportive culture that recognizes employee contributions, encourages participation, and values feedback helps create a sense of belonging among employees. This sense of belonging enhances their motivation and commitment, leading to improved job performance and organizational loyalty.

In the healthcare sector, organizational culture becomes even more critical due to the demanding and high-pressure nature of the work environment. Healthcare institutions rely on the coordinated efforts of doctors, nurses, technicians, and administrative staff to deliver

quality patient care. A strong organizational culture promotes teamwork, effective communication, and mutual respect, enabling healthcare professionals to perform efficiently even under stressful conditions. Employee commitment in such settings is essential to ensure timely and effective patient care, maintain professional standards, and enhance the overall reputation of the institution.

St. Peter's Medical College, Hospital & Research Institute serves as an important healthcare and educational institution committed to providing quality medical services and education. The institution emphasizes values such as compassion, integrity, teamwork, and excellence. A positive organizational culture within the institution helps employees feel valued, respected, and motivated, thereby strengthening their commitment and contributing to the delivery of high- quality healthcare services.

## **2. LITERATURE REVIEW**

### **Edgar H. Schein (1985)**

Schein defined organizational culture as shared assumptions that influence employee behavior. His work explains how culture shapes thinking, perception, and commitment. His model is widely used in organizational culture studies.

### **Geert Hofstede (1980)**

Hofstede introduced cultural dimensions theory, explaining how cultural values influence employee attitudes and workplace behavior. His work is important in understanding cross-cultural organizational environments.

### **T. V. Rao (2000)**

T. V. Rao emphasized that organizational culture influences employee motivation, loyalty, and commitment. He highlighted the role of HR practices in building a supportive work environment.

### **Udai Pareek (2000)**

Pareek focused on organizational climate and employee development. He emphasized trust, openness, and collaboration as key factors in improving employee satisfaction and commitment.

**Stephen P. Robbins (2010)**

Robbins defined organizational culture as a system of shared meaning. His work explains how culture influences employee behavior, teamwork, and organizational effectiveness.

**Daniel R. Denison (1990)**

Denison developed a model linking organizational culture with effectiveness.

He identified traits like involvement and adaptability that improve employee commitment and performance.

**K. Aswathappa (2010)**

Aswathappa highlighted the relationship between culture, employee motivation, and performance. He emphasized that strong cultural values create a sense of belonging among employees.

**P. Subba Rao (2010)**

P. Subba Rao explained how HR practices shape organizational culture. He emphasized fairness, recognition, and employee involvement as key drivers of commitment.

**John P. Kotter (1992)**

Kotter linked organizational culture with performance and change management. He highlighted that strong cultures improve employee motivation and adaptability.

**Peter F. Drucker (2000)**

Drucker emphasized the role of management practices and organizational values in shaping employee behavior and commitment. His work is foundational in modern management theory.

**RESEARCH GAP:**

Research on organizational culture and employee commitment in healthcare, especially in medical college hospitals, is limited. Important factors like leadership, communication, teamwork, and employee perceptions are not adequately studied, particularly in semi-urban settings. Additionally, there is a lack of recent studies connecting organizational culture with employee commitment and healthcare service quality.

**3. OBJECTIVES OF THE STUDY**

- To study the organizational culture followed in St. Peters medical hospital.

- To examine the level of employee commitment among the staff.
- To identify the relationship between organizational culture and employee commitment.
- To analyze the factors of organizational culture that influence employee commitment.
- To evaluate employees' perception towards the existing organizational culture.
- To provide suggestions to improve organizational culture and strengthen employee commitment in St. Peters medical hospital.

#### **4. RESEARCH METHODOLOGY**

##### **A. Research Design**

A descriptive research design was adopted.

##### **B. Sample Size**

A total of 103 questionnaires were distributed, and 25 valid responses were collected.

##### **C. Sampling Method**

A Convenience sampling method was used.

##### **D. Data Collection**

Data were collected using a structured questionnaire administered through Google Forms.

##### **E. Tools Used**

1. Percentage Analysis
2. Anova Analysis
3. Chi-square Test

#### **5. RESULTS AND DISCUSSION**

##### **A. Demographic Profile of Respondents**

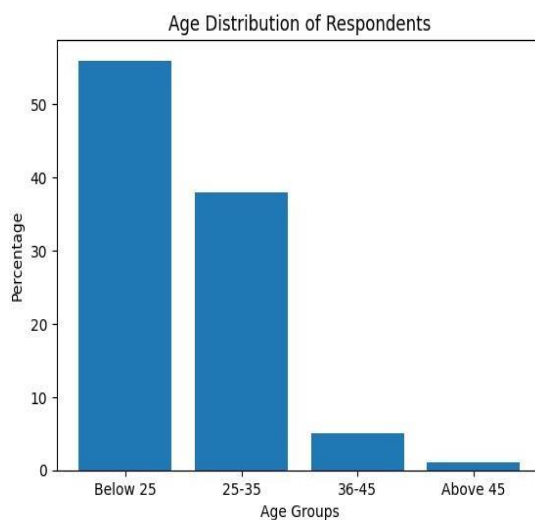
The majority of respondents (56%) are below 25 years, indicating a young workforce. The 25–35 age group (38%) also forms a significant portion, with very few above 35 years.

Nursing staff make up the largest group (58%) of respondents. Pharmacy (18%) and technicians (13%) follow, while administrative and others have minimal representation.

Most respondents have less than 1 year (45%) or 1–5 years (44%) of experience. Very few have more than 10 years, indicating a less experienced workforce.

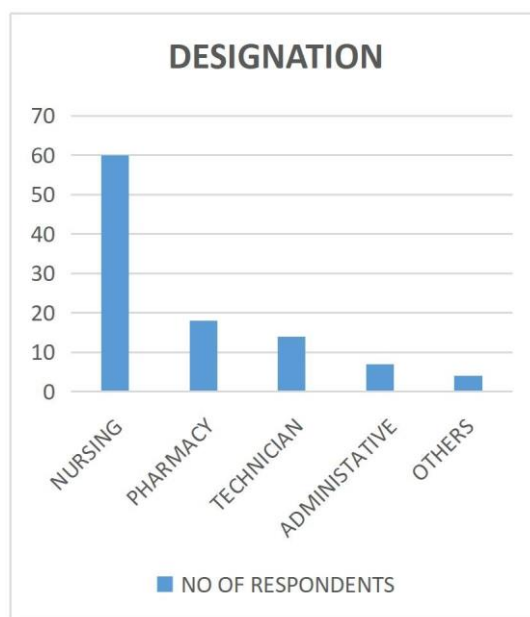
All respondents (100%) belong to private institutions. There is no representation from government or other healthcare sectors.

**Fig. 1: Age Distribution of Respondents.**



**Figure 1 shows the majority of respondents (56%) are below 25 years, indicating a young workforce. The 25–35 age group (38%) also forms a significant portion, with very few above 35 years.**

**Fig. 2: Designation Distribution of Respondents.**



**Figure 2 Indicates that Nursing staff dominate the sample with 58% of respondents. Pharmacy (18%) and technicians (13%) follow, while administrative and others have minimal representation.**

**Fig.3: Years of Experience Distribution**



**Figure 3 Shows the Most respondents have less than 1 year (45%) or 1–5 years (44%) of experience. Very few have more than 10 years, indicating a less experienced workforce.**

**B. Analysis of Organizational Culture impacts on Employee Commitment**

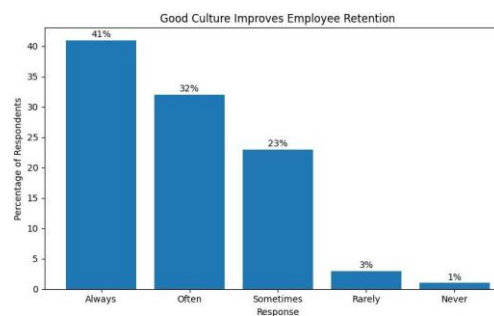
**1. Good Culture Improves Employees Retention**

The majority of respondents believe that a good organizational culture improves employee retention. About 41% stated that it always improves retention, while 32% said it often does. This indicates a strong positive perception among employees regarding the role of culture.

Around 23% of respondents stated that culture sometimes influences retention. This shows that while culture is important, other factors may also play a role.

Only a small percentage of respondents disagreed, with 3% saying rarely and 1% saying never. This shows minimal negative perception about the influence of culture on retention. Overall, the findings confirm that a positive organizational culture supports employee retention.

**Fig. 4:**



**Figure 4 Shows the Most respondents believe that a good organizational culture improves employee retention, with only a very small percentage expressing disagreement.**

## 2. Factors Improve Employee Commitment

Stronger leadership (36%) is identified as the most important factor in improving employee commitment. Better communication (27%) and improved teamwork (17%) also play significant roles.

Fewer respondents chose training opportunities (13%) and work environment (7%) as key factors. Overall, leadership and communication are the major drivers of employee commitment.

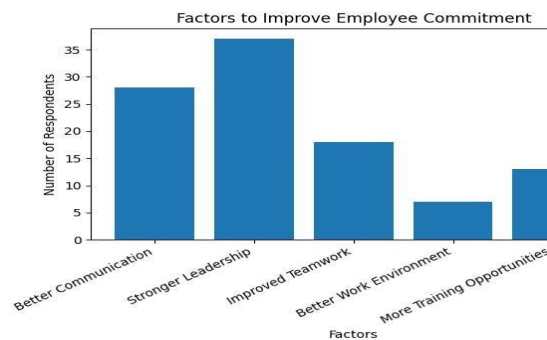


Fig 5:

**DISCUSSION:** The findings highlight that effective leadership and communication are crucial for improving employee commitment. Organizations should focus on strengthening these areas to enhance employee engagement and performance.

### C. Statistical Analysis

#### 1. Anova Analysis

##### Leadership Style Positively Influences the Work Environment

The majority of respondents (74%) either strongly agree or agree that leadership style positively influences the work environment. Only a small percentage of respondents expressed neutral or negative opinions. This indicates a strong overall agreement on the importance of leadership in creating a positive workplace.

The ANOVA results show that the p- value (0.09) is greater than 0.05, leading to the acceptance of the null hypothesis. This means there is no significant difference in perception among employees based on their educational qualifications. Therefore, employees across different education levels share similar views on the influence of leadership style.

#### Discussion:

This indicates that employees, regardless of their educational background, share similar views

on the importance of leadership style. Effective leadership is widely recognized as a key factor in creating a positive work environment.

### **Chi-Square Tests**

#### **Management Communicates Policies Clear**

The analysis shows that most respondents have a positive perception of management communication clarity, with 32% strongly agreeing and 46% agreeing. A smaller proportion remains neutral (20%), while very few respondents expressed disagreement. This indicates that the organization is generally effective in communicating its policies clearly to employees.

The Chi-square test result ( $p = 0.41$ ) is greater than the significance level of 0.05, leading to the acceptance of the null hypothesis. This means there is no significant association between gender and employees' perception of management communication. Therefore, communication clarity is perceived similarly across different genders within the organization.

#### **Interpretation:**

Since the p-value (0.41) is greater than 0.05, the null hypothesis is accepted. There is no significant relationship between gender and perception of management communication clarity.

### **D. Overall Discussion**

The majority of respondents are young, mostly male, and well-educated, working mainly in nursing roles within a private healthcare institution. Most employees have less than five years of experience, indicating a relatively young and less experienced workforce. This reflects a dynamic group that can easily adapt to organizational culture and changes.

The results show that employees generally have a positive perception of communication, teamwork, and leadership support in the organization. Teamwork and leadership are identified as key factors influencing employee commitment and performance. However, some neutral responses indicate there is still room for improvement in areas like recognition, equal opportunities, and organizational clarity.

## **6. FINDINGS**

1. Most respondents (72%) are male, showing a gender imbalance in the organization.
2. A large proportion are well-qualified, with 44%

3. postgraduates and 36% undergraduates.
4. Most employees (58%) belong to the nursing department, forming the core workforce.
5. Nearly 45% have less than one year of experience, indicating a less experienced staff base.
6. All respondents (100%) work in a private healthcare institution, confirming study focus.
7. A majority (78%) agree that management communicates policies clearly and effectively.
8. Around 73% feel information is shared openly, reflecting transparency in communication.
9. Most employees (77%) feel encouraged to express their ideas, showing participative culture.
10. A majority (79%) believe communication between departments is effective and coordinated.
11. About 77% of employees feel their feedback is valued, indicating a supportive environment.
12. A majority (75%) believe organizational culture strongly influences their commitment.
13. Most employees (73%) feel good culture improves retention, highlighting its importance.
14. Around 69% believe leadership support increases commitment, showing leadership impact.
15. Overall, 71% are satisfied, indicating organizational culture enhances job satisfaction.

## 7. SUGGESTIONS

- The management should strengthen communication between employees and higher authorities through regular meetings and feedback sessions.
- The hospital should introduce a formal employee recognition and reward system to appreciate outstanding performance.
- Salary and incentive structures may be improved to increase employee satisfaction and commitment.
- More promotion and career development opportunities should be provided for employees.
- Training and development programmes should be conducted regularly to improve employees' professional and interpersonal skills.
- The organization should encourage greater employee participation in decision-making.
- The hospital may adopt stress management programmes, counselling sessions, and recreational activities to reduce work pressure.

- Team-building activities should be organized periodically to strengthen relationships among staff members.
- Management should create a transparent appraisal system so that employees clearly understand their performance evaluation and promotion criteria.
- Special attention should be given to newly recruited and younger employees to improve their level of commitment.
- Supervisors and department heads should be trained in supportive leadership practices.
- The institution should continue to maintain its positive work environment and service-oriented culture while addressing existing shortcomings.
- Employee grievances should be addressed promptly to avoid dissatisfaction and turnover.
- Flexible work schedules and better work-life balance policies can help improve commitment among healthcare employees.
- The hospital should focus on creating a culture of trust, respect, and mutual understanding among all staff members.

## 8. CONCLUSION

The study concludes that organizational culture plays an important role in influencing employee commitment in St. Peter's Medical College Hospital and Research Institute. A positive organizational culture characterized by teamwork, support, communication, recognition, and participation significantly increases the commitment of employees.

Employees who are satisfied with the work environment are more loyal, productive, and willing to continue working in the institution. The hospital has developed a reasonably favourable organizational culture that supports employee commitment. However, there is still scope for improvement in areas such as salary, promotion, career growth, and stress reduction.

Therefore, the management should take necessary steps to strengthen organizational culture further so that employee commitment can be enhanced. A committed workforce is essential for improving service quality, patient satisfaction, and the overall success of the healthcare institution.

Studies in Indian hospitals consistently show that supportive culture and management practices improve employee commitment and organizational performance.

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