

Retention and Job Satisfaction of Medical Officers in Private Hospitals of Odisha: A Cross-Sectional Study

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ABSTRACT

Retention of medical officers in private healthcare institutions remains a major challenge in India, particularly in emerging healthcare markets such as Odisha. This study examines the factors influencing job satisfaction and retention among medical officers working in private hospitals in Odisha. A cross-sectional design was adopted, using a structured questionnaire that covered financial, organisational, and personal factors. The findings suggest that salary, workload, career growth opportunities, and management support significantly influence job satisfaction and retention. Addressing these factors can help private hospitals reduce turnover and improve healthcare delivery.

Keywords: Job satisfaction, retention, healthcare workforce

INTRODUCTION

Human resources are the backbone of any healthcare system. In India, the private sector delivers a substantial portion of healthcare services, yet it faces persistent challenges in retaining qualified medical professionals.

Odisha, a developing state with an expanding private healthcare infrastructure, is witnessing increasing demand for skilled medical officers. However, high attrition rates in private hospitals affect continuity of care and organisational efficiency.

The healthcare landscape in Bhubaneswar has undergone rapid transformation over the past two decades, with the expansion of private healthcare institutions playing a pivotal role in meeting the growing demand for quality medical services. As the capital city of Odisha, Bhubaneswar has emerged as a major healthcare hub in eastern India, attracting patients not only from within the state but also from neighbouring regions. The rise of multi-speciality hospitals such as Apollo Hospitals Bhubaneswar, Kalinga Hospital, and MANIPAL Hospital Bhubaneswar reflects a broader shift toward privatisation and corporatisation of healthcare services.

Private hospitals in Bhubaneswar are characterised by advanced infrastructure, modern diagnostic facilities, and a patient-centric approach. These institutions often operate in a competitive environment, striving to maintain high standards of care while ensuring financial sustainability. In this context, medical officers form the backbone of service delivery, being directly involved in patient management, clinical decision-making, and coordination of care. Their role is critical not only for clinical outcomes but also for maintaining the reputation and operational efficiency of hospitals.

However, despite the growth and modernisation of private healthcare facilities, issues related to retention and job satisfaction among medical officers have become increasingly prominent. High patient loads, extended working hours, performance pressures, and limited opportunities for career advancement can contribute to job dissatisfaction. Additionally, disparities in compensation, lack of job security, and administrative burdens

further exacerbate these challenges. In a rapidly evolving healthcare environment, retaining skilled medical professionals has become a strategic priority for private hospitals.

Job satisfaction is a multidimensional construct influenced by factors such as workplace environment, remuneration, professional autonomy, interpersonal relationships, and work-life balance. Studies have shown that higher job satisfaction among healthcare providers is associated with improved patient care, reduced turnover rates, and enhanced organisational performance. Conversely, low satisfaction levels can lead to burnout, absenteeism, and increased attrition, ultimately affecting the quality of healthcare services.

In Bhubaneswar, the private healthcare sector faces unique challenges due to the coexistence of public healthcare institutions and increasing competition among private providers. The migration of medical professionals to metropolitan cities or abroad further intensifies retention concerns. Understanding the factors influencing job satisfaction and retention among medical officers in this setting is therefore essential for developing effective human resource strategies.

This cross-sectional study aims to assess the levels of job satisfaction and identify key determinants influencing retention among medical officers working in private hospitals in Bhubaneswar. By examining both organisational and individual factors, the study seeks to provide insights that can inform policy decisions and management practices, ultimately contributing to the sustainability and quality of private healthcare services in the region.

Objectives

1. To assess factors affecting retention and job satisfaction among medical officers in private hospitals of Odisha.
2. To evaluate the role of salary and incentives in job satisfaction
3. To examine career growth opportunities and their effect on retention

Hypothesis

H1: There is a significant association between workplace factors

H2: Salary and incentives have a significant positive effect on job satisfaction among medical officers in private hospitals

H3: Career growth opportunities have a significant positive effect on the retention of medical officers in private hospitals

LITERATURE REVIEW

Recent studies have extensively examined job satisfaction and retention among healthcare professionals, particularly in private hospital settings, highlighting multiple organisational and individual determinants.

Temsenyala Amlari (2026) conducted a systematic review and found that job satisfaction in hospitals is influenced by leadership, workload, working conditions, autonomy, rewards, and recognition. The study emphasised that improved job satisfaction directly contributes to better employee retention and overall organisational effectiveness.

Muhammad Ridzwan Rafi'i et al. (2025) identified organisational culture as a key determinant of job satisfaction, emphasising factors such as leadership, teamwork, communication, employee involvement, and autonomy. The study concluded that a positive organisational culture enhances employee satisfaction and retention in healthcare settings

Roshan S. Shetty et al. (2025) focused on private hospitals in India and demonstrated that the physical work environment, including infrastructure and workplace design, has a significant impact on employee satisfaction and attitudes. Improved working conditions were associated with better retention of healthcare staff.

Orehan Jinah et al. (2024) explored retention strategies for doctors in low- and middle-income countries and reported that poor working conditions, inadequate incentives, and limited career growth opportunities are major contributors to high turnover among medical professionals. The study highlighted the importance of structured retention policies to prevent workforce attrition.

Vishnu Priya L V and M R Jhansi Rani (2024) examined employee satisfaction in private hospitals in Bengaluru and found that salary, incentives, career advancement, workload, and recognition significantly influence both job satisfaction and retention. Their findings are particularly relevant to the private healthcare sector in India.

While existing literature highlights salary, organisational culture, working conditions, and career growth as key determinants, there is limited region-specific research focusing on **medical officers in private hospitals of Odisha**, particularly in cities like Bhubaneswar. Therefore, the present study aims to bridge this gap by examining these factors in a localised context.

METHODOLOGY

Research design:

This study employs a **cross-sectional descriptive design** to examine the factors influencing retention and job satisfaction among medical officers in private hospitals of Odisha, particularly in Bhubaneswar. The design allows quantitative assessment of relationships between independent and dependent variables at a single point in time.

Study Area and Population:

The study was conducted in selected private hospitals located in Bhubaneswar, the capital city of Odisha, which has emerged as a prominent centre for private healthcare services in eastern India. The study area includes well-established multi-speciality hospitals such as Apollo Hospitals Bhubaneswar, Kalinga Hospital, and MANIPAL Hospital Bhubaneswar. The study population comprises medical officers, including MBBS doctors and junior consultants, who are actively engaged in clinical services within these private hospitals. Only those medical officers with a minimum of six months of work experience were included to ensure adequate exposure to the organisational environment and job conditions.

Sample Size Determination:

$$n = \frac{pqz^2}{e^2}$$

Where:

- n = Sample size
- Z = Z-value at 95% = (1.96)
- p = Estimated proportion (0.5)
- e = Margin of error (0.08)
- $n = \frac{(0.5).(0.5).(1.96)^2}{(0.08)^2} = 150$

Thus, the sample size (medical officer) =150

Here, we used convenience sampling with a structured questionnaire for the data collection and also used a

Likert 5-point scale measuring job satisfaction to analyse data

5-point Likert scale:

SCALE	Response
1	Strongly disagree
2	disagree
3	Neutral
4	Agree
5	Strongly agree

Data Analysis and Interpretation:

Here we select the independent variable as Salary, Incentives, Career Growth, Workload, Work Environment and the dependent variable as job satisfaction and retention

Method -1

Mean score

$$\bar{X} =$$

$$\text{Mean (x)} = \frac{\sum x}{n}$$

Method -2

standard deviation =

$$\sigma = \sqrt{\frac{\sum (X - \mu)^2}{n}}$$

Method -3

$$\text{correlation analysis } r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Method 4: Regression model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \varepsilon$$

Data presentation and analysis:

A) Mean Score of Job Satisfaction Factors:

TABLE-1

Factor	Mean Score	Std. Deviation
Salary & Incentives	4.2	0.65
Work Environment	3.8	0.70
Career Growth	3.5	0.80
Workload	2.9	0.90
Management Support	3.7	0.75

The table shows that salary and incentives (Mean = 4.2) have the highest impact on job satisfaction, indicating strong agreement among respondents. Workload has the lowest mean (2.9), suggesting dissatisfaction and potential stress. Other factors, such as work environment and management support, show moderate satisfaction levels.

Mean Scores of Job Satisfaction Factors

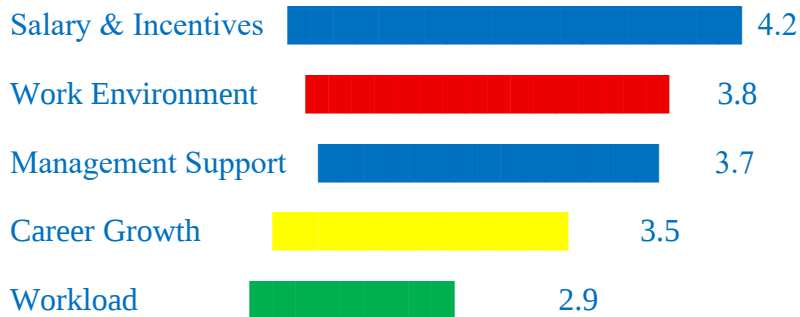


Figure 1

Figure 1 presents the average (mean) scores of different factors influencing job satisfaction among medical officers in private hospitals of Bhubaneswar, Odisha.

The chart clearly shows that salary and incentives (4.2) rank highest, indicating strong agreement that compensation is the most important factor. Workload has the lowest score (2.9), suggesting dissatisfaction and possible stress. Other variables like work environment and management support, fall in the moderate satisfaction range

B) Correlation between Salary and Job Satisfaction:

TABLE-2

Variable	Job Satisfaction
Salary & Incentives	0.68

The correlation coefficient $r = 0.68$ indicates a strong positive relationship between salary and job satisfaction. This implies that better compensation significantly enhances satisfaction levels among medical officers

Correlation Strength ($r = 0.68$)

0.0 0.2 0.4 0.6 0.8 1.0

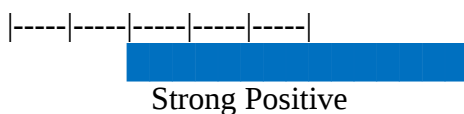


Figure 2. shows the correlation coefficient ($r = 0.68$) between salary and job satisfaction.

A value of 0.68 indicates a strong positive relationship, meaning that as salary and incentives increase, job satisfaction also increases significantly among medical officers.

C) Regression Analysis:

TABLE-3

Variable	Coefficient (β)	p-value
Salary	0.45	0.001
Incentives	0.30	0.005
Career Growth	0.25	0.010

- ❖ Salary has the highest impact ($\beta = 0.45$), making it the strongest predictor of job satisfaction.
- ❖ Incentives and career growth also significantly influence retention and satisfaction ($p < 0.05$).

❖ All variables are statistically significant, supporting the alternative hypotheses.

Regression Coefficients Affecting Job Satisfaction

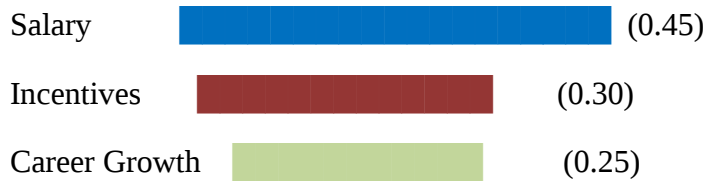


Figure 3

The standardised regression coefficients (β values) show the impact of different independent variables on **job satisfaction**.

CONCLUSION

The study indicates a clear association between job satisfaction and intention to stay in the current organisation. Medical officers who reported higher satisfaction with the workplace environment and leadership support demonstrated stronger retention intentions. Conversely, high stress levels and inadequate compensation were key drivers of attrition risk. These findings suggest that private hospitals in Odisha may face challenges in sustaining a stable medical workforce if systemic issues are not addressed.

Future research should adopt a longitudinal design to better understand how job satisfaction and retention intentions evolve among medical officers in private hospitals of Odisha. Such studies would help establish causal relationships rather than relying solely on cross-sectional associations. Expanding the sample size across multiple districts and including diverse tiers of private healthcare facilities—such as small nursing homes, corporate hospitals, and speciality centres—would improve the generalizability of findings.

Additionally, comparative studies between public and private sector medical officers in Odisha could help identify sector-specific strengths and weaknesses in retention strategies. Future research should also evaluate the effectiveness of policy interventions such as incentive schemes, structured career progression pathways, and workload regulation.

Finally, integrating patient outcomes with physician satisfaction metrics may help establish the broader impact of workforce satisfaction on healthcare quality, thereby guiding evidence-based policy decisions in the healthcare system.

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