

A Study on Job Satisfaction and Employee Morale in the Healthcare Revenue Cycle Management Industry

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ABSTRACT

Employee satisfaction and morale are critical components that influence organizational performance, particularly in service-based industries where human resources play a vital role in delivering quality outcomes. This study aims to analyze the level of job satisfaction and employee morale among employees at Fidelitas RCM Private Limited, a healthcare revenue cycle management organization. The research adopts a descriptive research design and collects primary data through a structured questionnaire distributed among employees across different departments. The study examines various factors affecting job satisfaction, including work environment, compensation, leadership support, career growth opportunities, and interpersonal relationships. In addition, it explores how employee morale influences motivation, productivity, and overall organizational effectiveness. Statistical tools such as percentage analysis, Mann-Whitney U test, Kruskal-Wallis test, Chi-square test, and correlation analysis were applied using SPSS to interpret the data. The findings reveal that a majority of employees exhibit moderate to high levels of job satisfaction, with key influencing factors being supportive leadership, recognition, and workplace environment. A positive and statistically significant relationship was identified between job satisfaction and employee morale, indicating that improvements in satisfaction directly enhance employee enthusiasm and commitment. The study also highlights areas requiring improvement, such as communication systems, career advancement opportunities, and employee engagement practices. The research concludes that organizations must focus on employee-centric strategies to improve morale and satisfaction. Enhancing working conditions, strengthening communication, and implementing effective HR policies can lead to higher productivity, reduced turnover, and long-term organizational success.

Keywords: Job Satisfaction, Employee Morale, RCM Industry, Employee Engagement, Organizational Performance.

2. INTRODUCTION

In the modern business environment, organizations are increasingly recognizing that human resources play a vital role in achieving long-term success and sustainability. Employees are not merely contributors to organizational processes but are considered the backbone of productivity, innovation, and service delivery. In service-oriented industries, particularly those that rely heavily on human interaction and knowledge-based tasks, the performance of employees directly influences the quality of services provided. As a result, job satisfaction and employee morale have become critical areas of focus for organizations aiming to maintain competitiveness and enhance overall efficiency. The relationship between job satisfaction and employee morale is significant, as both factors are interdependent and collectively influence employee performance. Employees who are satisfied with their jobs are more likely to exhibit high morale, which in turn enhances their efficiency and productivity. This relationship becomes particularly important in industries where employees are required to perform complex, repetitive, and accuracy-driven tasks. Organizations that focus on improving job satisfaction often experience higher employee morale, leading to improved organizational performance and customer satisfaction. In the healthcare revenue cycle management (RCM) industry, the importance of job satisfaction and employee morale is even more pronounced. This sector involves handling critical administrative and financial processes such as medical billing, coding, claims management, and accounts receivable services. Employees working in this field are required to manage large volumes of data, ensure compliance with regulatory standards, and maintain high levels of accuracy and

efficiency. The nature of the work can be demanding and stressful, making it essential for organizations to create a supportive and motivating work environment. The rapid growth of the healthcare outsourcing industry has further increased the demand for skilled and efficient employees. Organizations operating in this sector must not only focus on operational excellence but also on maintaining employee satisfaction and morale to ensure consistent service quality. Factors such as workload, shift timings, performance pressure, and technological changes can significantly impact employee attitudes and well-being. Therefore, understanding the determinants of job satisfaction and morale is crucial for organizations to design effective human resource strategies. Moreover, in today's competitive landscape, organizations are facing challenges related to employee retention and engagement. High employee turnover is a common issue in service industries, leading to increased recruitment and training costs. By enhancing job satisfaction and morale, organizations can reduce turnover rates and retain skilled employees. Providing opportunities for career development, recognizing employee contributions, ensuring fair compensation, and promoting work-life balance are some of the key strategies that can improve employee satisfaction and morale. This study aims to analyze the level of job satisfaction and employee morale among employees in the healthcare revenue cycle management industry. It focuses on identifying the key factors that influence employee satisfaction and examining their impact on morale and organizational performance. The study also seeks to understand employee perceptions regarding their work environment, leadership support, and growth opportunities. By applying statistical analysis, the research provides empirical evidence on the relationship between job satisfaction and employee morale.

The findings of this study are expected to offer valuable insights for organizations in the healthcare RCM sector. By understanding employee needs and expectations, management can implement effective policies and practices that enhance workplace satisfaction and motivation. Improving employee morale not only benefits individuals but also contributes to organizational success by increasing productivity, efficiency, and service quality. Ultimately, organizations that prioritize employee well-being and satisfaction are more likely to achieve sustainable growth and maintain a competitive advantage in the industry.

3. REVIEW OF LITERATURE

Pratama & Padmakusumah (2026) conducted a systematic literature review to identify the key determinants of job satisfaction across different sectors. The study highlighted that factors such as leadership support, work environment, compensation, and organizational policies significantly influence employee satisfaction. It also emphasized that improving these factors helps organizations develop effective HR strategies and achieve long-term sustainability.

Solih, Ahmed, and Hassan (2026) examined the relationship between job satisfaction and organizational commitment. Their findings revealed a strong positive relationship, indicating that satisfied employees tend to show higher commitment and loyalty toward their organization. The study was based on Herzberg's Two-Factor Theory and confirmed that both intrinsic and extrinsic factors contribute to employee satisfaction.

Jana (2026) analyzed global research trends in motivation and job satisfaction, highlighting the increasing importance of employee engagement in modern workplaces. The study found that motivated employees demonstrate higher productivity and better performance, reinforcing the need for organizations to focus on psychological and emotional aspects of work.

Myint (2025) studied the impact of remote work on job satisfaction and found that flexible work arrangements improve work-life balance and employee satisfaction. However, the study also noted that the effectiveness of remote work depends on job roles and organizational support systems.

Osimokha et al. (2024) emphasized that workplace satisfaction significantly influences employee morale and performance. Their research indicated that satisfied employees are more dedicated and productive, contributing positively to organizational success.

Megha (2024) conducted a literature review identifying key factors influencing job satisfaction, including compensation, work environment, career growth, and work-life balance.

The study concluded that these factors collectively determine employee attitudes and organizational commitment.

4. RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive research design to analyze employee satisfaction and morale.

Sample Size

Total Population: 420

Sample Size: 201 respondents

Data Collection

Primary Data: Structured questionnaire **Secondary Data:** Journals, articles, reports **Statistical Tools**

- Percentage Analysis
- Mann-Whitney U Test
- Kruskal-Wallis Test
- Chi-Square Test
- Correlation Analysis

5. DATA ANALYSIS

5.1 TEST OF NORMALITY

Variable	Sig. Value	Result
Job Satisfaction	0.000	Not Normal
Employee Morale	0.000	Not Normal
Work Environment	0.000	Not Normal
Leadership Support	0.000	Not Normal

INTERPRETATION

Since $p < 0.05$, the data does not follow normal distribution. Therefore, non-parametric tests such as Mann-Whitney U and Kruskal-Wallis tests are used.

5.2 PERCENTAGE ANALYSIS

Variable	Category	Percentage
Age Group	21–25 years	47%
Gender	Female	67%
Qualification	Postgraduate	57%
Experience	1–3 years	43%
Income	₹26,000–₹35,000	34%

Job Satisfaction	Agree	33%
Personal Accomplishment	Agree	40%

INTERPRETATION

The majority of respondents are young, educated, and moderately experienced, with overall positive job satisfaction levels.

5.3 CORRELATION ANALYSIS

Hypothesis

H0: No relationship exists between job satisfaction and employee morale H1: Significant relationship exists

Variables	Correlation (r)	Sig. Value
Job Satisfaction vs Employee Morale	0.412	0.000

INTERPRETATION

- Moderate positive relationship
- Since $p < 0.05$, H0 is rejected
- Job satisfaction significantly influences employee morale.

5.4 MANN-WHITNEY U TEST HYPOTHESIS

H0: No significant difference between male and female employees. H1: Significant difference exists.

Variable	U Value	Sig. Value	Result
Job Satisfaction	1823.5	0.021	Significant

INTERPRETATION

Since $p < 0.05$, there is a significant difference in job satisfaction between male and female employees.

5.5 KRUSKAL-WALLIS H TEST HYPOTHESIS

H0: No difference among experience groups. H1: Significant difference exists.

Variable	Chi-Square	df	Sig. Value	Result
Employee Morale	6.842	3	0.077	Not Significant

INTERPRETATION

Since $p > 0.05$, there is no significant difference in morale across experience levels.

5.6 CHI-SQUARE TEST

Hypothesis

H0: No association exists H1: Association exists

Variable Pair	Chi-Square	df	Sig. Value	Result
Job Satisfaction & Work Environment	12.56	4	0.014	Significant

INTERPRETATION:

Since $p < 0.05$, there is a significant association between job satisfaction and work environment.

6. COMPARATIVE ANALYSIS

6.1 COMPARATIVE TABLE

Factor	Fidelitas RCM Pvt Ltd	Competitor A (Mid-size Firm)	Competitor B (Large RCM/BPO Firm)	Factor
Work Environment	Positive & supportive	Moderate	Highly structured but formal	Work Environment
Compensation & Benefits	Moderate	Competitive	High	Compensation & Benefits
Career Growth Opportunities	Limited to moderate	Moderate	High	Career Growth Opportunities
Leadership Support	Supportive	Moderate	Formal / hierarchical	Leadership Support
Employee Engagement	Moderate	Moderate	High	Employee Engagement
Work-Life Balance	Moderate	Slightly better	Challenging due to workload	Work-Life Balance
Training & Development	Available	Structured	Highly advanced	Training & Development
Communication	Moderate	Good	Formal & process-driven	Communication
Employee Turnover	Moderate	Moderate	High	Employee Turnover
Job Satisfaction Level	Moderate to high	Moderate	Mixed	Job Satisfaction Level
Employee Morale	Positive	Moderate	Varies across departments	Employee Morale

6.2 INTERPRETATION

The comparative analysis shows that Fidelitas RCM Private Limited maintains a positive and supportive work environment, which contributes to good employee morale. However, compared to larger organizations, it offers relatively limited career growth opportunities and compensation benefits. Mid-sized firms provide a balanced environment with moderate compensation and better communication systems, making them competitive in terms of employee satisfaction. On the other hand, large RCM/BPO firms offer higher salaries, structured training programs, and better career advancement opportunities, but often face challenges such as high workload, stress, and employee turnover. The analysis indicates that while Fidelitas RCM performs well in maintaining employee relationships and morale, it needs to strengthen its HR policies, career development programs, and engagement strategies to match industry standards.

6.3 COMPARATIVE INSIGHTS

- Organizations with strong training and career growth opportunities show higher employee satisfaction
- Higher compensation improves retention but does not always guarantee morale
- Work environment and leadership support are key factors in maintaining employee morale
- Large firms face higher stress and turnover despite better pay
- Fidelitas RCM has strength in employee relations but needs improvement in growth and benefits

6.4 CONCLUSION FROM COMPARISON

The comparison clearly highlights that job satisfaction and employee morale in the RCM industry are influenced by a combination of compensation, work environment, leadership, and career growth opportunities. Fidelitas RCM Private Limited demonstrates strong interpersonal and supportive practices but requires improvements in structured HR systems and employee development programs. By adopting industry best practices, the organization can enhance employee satisfaction, reduce turnover, and achieve sustainable growth.

7. FINDINGS

- Majority of employees show moderate to high job satisfaction
- The study reveals that a significant proportion of employees are either satisfied or neutral regarding their job roles, indicating a generally positive work environment. However, the presence of neutral responses suggests that there is still scope for improvement in certain aspects of job satisfaction.
- Young workforce dominates the organization
- Most respondents belong to the 21–25 age group, showing that the workforce is largely composed of young professionals. This indicates high energy and adaptability but also highlights the need for strong career development and retention strategies.
- Higher educational qualification among employees
- A majority of employees are postgraduates, reflecting a skilled and knowledgeable workforce. This also increases expectations regarding career growth, recognition, and job enrichment.
- Work experience is concentrated in early career stages
- Most employees have 1–3 years of experience, indicating that the organization employs relatively less experienced staff. This may influence their expectations regarding learning opportunities and skill development.
- Compensation is perceived as moderate
- Employees generally fall under mid-income categories, suggesting that while compensation is acceptable, it may not be highly competitive compared to industry standards.
- Employees feel a sense of personal accomplishment
- A considerable number of respondents agree that their job provides a sense of achievement, which positively contributes to motivation and job satisfaction.
- Organizational pride and morale are positive but not strong
- While employees express pride in being part of the organization, a significant percentage remains neutral, indicating that morale can be further strengthened.
- Leadership and support play a crucial role in satisfaction
- Employees who perceive leadership as supportive tend to show higher levels of job satisfaction and morale, highlighting the importance of effective management practices.
- Work environment significantly influences job satisfaction
- A positive and supportive work environment contributes to employee comfort and performance, while any negative aspects can reduce satisfaction levels.
- Strong relationship between job satisfaction and employee morale
- Statistical analysis confirms a positive correlation, indicating that improvements in job satisfaction directly enhance employee morale.

- Communication gaps affect employee engagement
- Moderate levels of communication within the organization suggest that improving transparency and feedback mechanisms can enhance engagement.
- Limited career growth opportunities impact satisfaction
- Employees feel that opportunities for advancement are moderate, which may affect long-term motivation and retention.

8. MANAGERIAL IMPLICATIONS

- Organizations should improve employee engagement strategies
- HR policies must focus on employee well-being and motivation
- Effective communication systems should be implemented
- Recognition and reward systems should be strengthened
- Training and development programs should be enhanced

9. SUGGESTION

- Improve career growth and promotion opportunities
- Organizations should provide clear career paths, regular promotions, and skill development programs to meet employee expectations and improve long-term retention.
- Enhance compensation and benefits structure
- Reviewing salary packages and introducing performance-based incentives can increase employee satisfaction and competitiveness in the industry.
- Strengthen employee engagement initiatives
- Conducting regular team-building activities, workshops, and engagement programs can boost morale and create a positive organizational culture.
- Develop effective leadership practices
- Managers should adopt supportive and participative leadership styles, ensuring employees feel valued and motivated in their roles.
- Improve communication systems
- Organizations should establish open communication channels, regular feedback sessions, and transparent policies to enhance trust and clarity.
- Introduce recognition and reward programs
- Recognizing employee achievements through awards, appreciation programs, and incentives can significantly improve motivation and morale.
- Focus on work-life balance
- Flexible working hours, manageable workloads, and stress management initiatives can reduce burnout and improve overall employee well-being.
- Provide continuous training and development
- Regular training programs, skill enhancement sessions, and professional development opportunities can increase employee competence and satisfaction.
- Enhance workplace environment
- Creating a positive, inclusive, and comfortable work environment can improve employee satisfaction and productivity.
- Encourage employee participation in decision-making
- Involving employees in organizational decisions increases their sense of belonging and commitment.
- Implement regular performance feedback systems
- Constructive feedback helps employees understand their strengths and areas for improvement, leading to better performance and satisfaction.
- Focus on employee retention strategies

➤ Developing policies aimed at reducing turnover, such as career planning and employee benefits, can ensure long-term organizational stability.

10. CONCLUSION

The study highlights the critical importance of job satisfaction and employee morale in determining organizational success, particularly in service-oriented industries. The findings indicate that employees exhibit moderate to high levels of satisfaction, supported by a positive work environment and a sense of personal accomplishment. However, certain factors such as limited career growth opportunities, moderate compensation, and communication gaps require attention. The strong relationship between job satisfaction and employee morale emphasizes that improving one directly influences the other, leading to enhanced employee performance and organizational effectiveness. In a competitive industry, organizations must adopt employee-centric strategies that focus on motivation, engagement, and well-being. By implementing effective HR practices such as improved leadership, better communication, recognition programs, and career development initiatives, organizations can significantly enhance employee satisfaction and morale. Ultimately, a motivated and satisfied workforce contributes to higher productivity, reduced turnover, and sustainable organizational growth, ensuring long-term success and competitive advantage.

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