

A Study on Employee's Organisational Commitment to Healthcare

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Abstract

Background: As the lifestyle diseases are growing, the demand for healthcare services is increasing. Patient experiences and expectations create a challenge for the hospitals to improve and provide consistency in their level of care. Investment in infrastructure and technology has become imperative in medicine but positive results in dynamic and uncertain situations are inadequate without human presence and touch. Thus, it is important for hospital authorities to concentrate on human assets of the healthcare organisation. This study examines the commitment of employees towards their healthcare centres.

Purpose: The purpose of this research paper was to find the difference in employee organisational commitment on the basis of demographics such as profile, age, work experience, gender and income.

Limitation: For Employee commitment, health care employees working in private hospitals of Thane District were considered.

Methods: Twenty - four private hospitals, working under seven Municipal Corporations and councils of the district, under the Thane district were selected. Two hundred employees comprising of nurses, ward boys and other staff were selected. Employee Commitment questionnaire was used that comprised of questions related to their work commitment. Mean, Standard deviation, F - Test, ANNOVA were used for statistical analysis.

Findings: Findings of the study showed that there is a difference between demographic factors and employee's organisational commitment dimensions.

Keywords: Employee Commitment, Affective commitment, continuance commitment, normative commitment

I. INTRODUCTION

Commitment is defined as *"the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization"* (O'Reilly & Chatman, 1986).

Today each and every organisation is trying to gain competitive edge in the market. They have started giving value to every aspect in their functions which can improve the organisational performance. One of the important assets for organisation is their employees. Gone are the days when employees used to trust the promises of employers and gave their 100% towards the work. Growing transformations have not only changed the business environment but also the perception of employees towards their organisations. Increasing work pressures, ambiguities and loss of job security are inducing employees to look for better opportunities elsewhere. Thus, it is becoming difficult for

organisations to preserve and retain their human treasures with them. In the era of competition and opportunities for employees, an organisation needs those employees who are committed towards them. They have to market their positive human resource qualities like good working environment, job security, career development and work - life balance to attract and retain employees. The organisations not only pursue skilful and knowledgeable employees but also committed and loyal employees for them. Increasing absenteeism, late coming culture and attrition can spoil the organisational environment. Thus, employee commitment through his involvement, attachment and attractiveness towards their job could be beneficial for the organisation in long term.

Allen and Meyer's model consist of three dimensions of organisational commitment:

a. Affective Commitment: It is linked to the loyalty and attachment of employees towards their respective

organisations. Their identification and acceptance towards organisational policies and positive attitude towards work is related to this attitude. Affective commitment reflects employees' satisfaction and attractiveness towards their job.

b. Continuance Commitment: It is related to the duration of stay of employees in the organisation. For this, employees require a reason to stay in the current job such as lack of job alternatives, outside competition or remuneration issues externally. It could be vice - versa in case of intention to leave.

c. Normative Commitment: It is associated with the values and duties of employees towards their organisation. Morals and ethics play an important role for their retention and stay in the organisation. Employees, in this case, should feel they are an essential part of organisation since the organisation has invested in them and they need them.

II. EMPLOYEE COMMITMENT IN HEALTHCARE SECTOR

Health care sector, though a part of service industry, is distinctly different than other sections of service sector. Hospitals are facing various challenges like technological, clinical advances and ever changing social expectations. Healthcare sector has to deliver value and excellent standard of care in return for the money paid by the patients. The patients are considered as the end customers of hospitals. Their positive attitude towards their health procedure depends on the treatment which is provided by health care personnel. As the health care sector is ever changing, it requires more committed employees as compared to other sectors. Along with doctors, organisations need to make a systematic and in depth study regarding the commitment of their employees towards the organisation and patients. Employee commitment is an important contributor for developing better Human Resource policies in health care. Committed employees are considered as a precious asset for the betterment of patients and growth of the health care sector at large. Thus it is the responsibility of hospital authorities to concentrate on various aspects which can influence the commitment level of employees towards their job. This study has all three types of organisational commitment (affective, continuance and normative) of clinical employees.

III. REVIEW OF LITERATURE

- **Gupta and Agarwal (2019)** in their research article pointed out challenges faced by the healthcare authorities in retaining their employees. The emotionally and physically demanding job is negatively affecting the commitment levels of nurses in an adverse way. The researchers have highlighted the importance of psychological contracts of authorities towards their nurses. The fulfilment of certain promises and social exchanges can influence the psychology of nurses and influence them to work in a better manner

for the healthcare sector. Then again doing just the opposite can produce negative results.

- **Machokoto (2019)** in their research cited four important keys to improve the organisational commitment of employees in healthcare. The researcher focused on trust as a factor in case of participation in decision making of the employees; reward which is the major reason for continuing with the job; motivation as a sense of belongingness and self - esteem from the point of one's career growth and opportunities.
- **Telaumbanua et.al (2019)** in their research focused on socialisation, communication and teamwork amongst the healthcare employees. According to their research, such activities will make the employee aware of the organisation and bring about commitment towards various challenging tasks of a healthcare organisation. Along with that, regular trainings can improve the capabilities and skills of healthcare employees.
- **Indradevi and Veronica (2018)** in their research paper titled "The Outcome of Employee Commitment in Healthcare Industry" studied the impact of demographic variables on employee commitment and employee outcome. Intention to leave, work stress and individual performance were the three major factors for measuring employee commitment and outcome. The results of the study showed a strong relationship between employee commitment and outcome. Work stress and lack of commitment towards work were the major reasons for intension to quit. They were of the opinion that if the continuous commitment is high it means that employee knows the importance of organisation and cost of leaving the job. This means the turnover intentions will be noticeably low.
- **Labrague et.al (2018)** compiled a research titled "Organizational commitment and Turnover Intention among Rural Nurses in the Philippines - Implications for Nursing Management" considered age and degree as important factors for the level of commitment and turnover of the nurses. This study showed that the younger nurses with a good degree are less committed towards work as compared to nurses with upper age. This is since younger nurses do not get emotionally attached with the job easily. Coupled with that, less payment, higher work load and non - advancement in career drives them to be less committed and leave the job.
- **Israel et.al (2017)** in their study highlighted various important factors which can improve the commitment of nurses in healthcare. Factors, such as, involvement in decision making, regular meetings, appreciation, growth of leadership skills, improvement in communication can boost the commitment levels of nurses. Moreover, they can contribute in better and

positive manner to the healthcare sector and its stakeholders.

- **Sepahvand et.al (2017)** published their research titled “The relationship between some demographic characteristics and organizational commitment of nurses working in the Social Security Hospital of Khorramabad”. Their study revealed that there is not much difference in demographic factors like age, gender and marital status of medical staff and their work commitments. Their study further stated that hospitals try to employ more experienced nurses as there would be less cost on hospitals to train and empower them and conversely their expertise could be used in better manner. Gender wise also there is equal mix of culture, hence, hardly any difference in the commitment levels.
- **Tikare (2015)** prepared a study on paper titled “An evaluation of organizational commitment of Indian nursing staff of trust / private hospitals with reference to education”. The study exhibited that highly educated nurses are more competent, skilful, knowledgeable and have a bright career. Nurses with higher education and rich experiences have more expertise and have high demand in the market. Better packages and work profiles are offered to them. This results in highly educated nurses with better work experience and expertise but possessing lower levels of job commitment towards the hospital organisations.

IV. OBJECTIVES OF RESEARCH

To analyse the effect of demographic factors on the health care employee’s organisational commitment level.

V. RESEARCH METHODOLOGY

5.1 Research participants: Two hundred employees including nurses, ward boys and other administrative staff were selected on the basis of random sampling from twenty - four different private hospitals which were situated under seven different Municipal Corporations and Councils of Thane district.

5.2: Sampling Selection: Stratified sampling was used on the basis of a particular Municipal Corporation and well ahead random sampling was used to select employees and only small private hospitals were considered under this study.

5.3 Data Collection Method: Research was conducted using a questionnaire for employees consisting of nurses, ward boys and other staff. The questionnaire was inspired from Meyer and Allen Model of Organisational Commitment.

5.4 Questionnaire Framing: It was framed using Likert scale consisting of questions related to affective, continuance and normative employee commitment.

5.5 Statistical Analysis: The data was collected using the SPSS 20 method. Descriptive statistics such as Mean and Standard deviations were used. Inferential statistics such as f - Test and ANOVA with significance level of 0.05 were used in this study.

VI. DATA ANALYSIS AND FINDINGS

6.1. Demographic Characteristics of Sample:

Table1: Demographic Details

Attribute	Characteristics	N	%
Municipal Corporations	Ambernath & Kulgaon – Badlapur Municipal Council	17	8.5
	Bhiwandi - Nizampur Municipal Corporation	18	9
	Kalyan - Dombivali Municipal Corporation	36	18
	Mira - Bhayandar Municipal Corporation	17	8.5
	Navi Mumbai Municipal Corporation	18	9
	Thane Municipal Corporation	70	35
	Ulhasnagar Municipal Corporation	24	12
Age	Less than 20 years	64	32
	20-30 years	100	50
	31-40 years	26	13
	Above 40years	10	5
Gender	Male	62	31
	Female	138	69
Profile	Nurses	120	60
	Ward boys	39	19.5
	Others	41	20.5
Work Experience	Upto 1 year	46	23
	1 to 5 years	87	43.5
	6 to 10 years	56	28
	More than 10years	11	5.5
Monthly Income	Less than Rs. 10,000	6	3
	Rs. 10,000 to Rs. 15,000	108	54
	Rs. 15,000 to 20,000	49	24.5
	More than 20,000	37	18.5

Source: Sample Data

Interpretation: Among all the Municipal Corporations, the Thane Municipal Corporation and Kalyan – Dombivli Municipal Corporations are bigger corporations than others mentioned above. Thus, maximum numbers of hospitals are under their jurisdiction and consequently the samples of employees selected from their hospitals are more. Maximum population under study is the young population upto 30 years of age. As the maximum numbers of employees considered under the study are nurses, the female population under study is more. Middle income group was also more under study, i.e. belonging to the income bracket of Rs. 10,000 to Rs. 20,000.

6.2 Employee Responses on Work Commitment:

Table 2: Employee responses on Affective Commitment

Employee Affective Commitment											
Sr.no.	Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Cou-nt	%	Cou-nt	%	Cou-nt	%	Count	%	Cou-nt	%
1	Working at my organisation has a great deal of personal meaning to me.	0	0	22	11	84	42	65	32.5	29	14.5
2	I really feel that problems faced by my healthcare organisation are also my problems.	1	0.5	47	23.5	81	40.5	43	21.5	28	14
3	I really feel personally attached to my healthcare organisation.	1	0.5	58	29	72	36	39	19.5	30	15
4	I am proud to tell others I work at my organisation.	1	0.5	40	20	84	42	42	21	33	16.5
5	I feel a strong sense of belonging to my healthcare organisation.	0	0	40	20	76	38	49	24.5	35	17.5

Source: Sample Data

Table 3: Employee responses on Continuance Commitment

Employee Continuance Commitment											
Sr.no.	Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Cou-nt	%	Cou-nt	%	Cou-nt	%	Count	%	Count	%
1	I would be happy to work at my organisation until I retire.	3	1.5	85	42.5	50	25	25	12.5	37	18.5
2	I feel there are few options for me outside	0	0	53	26.5	83	41.5	42	21	22	11
3	Staying in this job is a necessity than a desire	0	0	49	24.5	87	43.5	39	19.5	25	12.5
4	I feel other hospitals may not provide the benefits which I receive here	2	1	47	23.5	89	44.5	39	19.5	23	11.5
5	I enjoy the quality of work life over here	0	0	37	18.5	84	42	57	28.5	22	11

Source: Sample Data

Table 4 : Employee responses on Normative Commitment

Employee Normative Commitment											
Sr.no.	Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Cou-nt	%	Cou-nt	%	Cou-nt	%	Count	%	Count	%
1	It won't be right if I leave the hospital and go	12	6	83	41.5	59	29.5	42	21	04	2
2	I would feel guilty , if I left this hospitals and patients	5	2.5	35	17.5	98	49	60	30	02	1
3	Hospital deserves my loyalty	0	0	12	6	101	50.5	75	37.5	12	6
4	I have an obligation and responsibility towards my patients	0	0	0	0	10	5	88	44	102	51
5	I owe a great deal to my hospital	14	7	75	37.5	79	39.5	30	15	02	1

Source: Sample Data

6.3 Employee’s Organisational Commitment Level:

Table 5: Descriptive Statistics Of Employee Commitment Level

Sr. No.	Employee Commitment	N	Minimum	Maximum	Mean	Std. Deviation
1	Affective Commitment	200	40.00	100.00	66.70	13.71
2	Continuance Commitment	200	40.00	96.00	63.58	11.76
3	Normative Commitment	200	40.00	96.00	65.44	11.43
4	Overall Employee's Organisational Commitment	200	48.00	90.67	65.23	9.62
	Valid N (list wise)	200				

Source: Sample Data

Interpretation: From the descriptive analysis (Table 5), it could be seen that the overall an employee's organisational commitment was 65.23 ± 9.62 , which indicates that there was an average employee commitment towards the organisation. It could also be seen that affective commitment is higher than continuance and normative commitments.

6.4 Hypothesis Testing:

H0: There is no significant difference between demographics of employees and employee commitment in health care

H1: There is a significant difference between demographics of employees and employee commitment in health care

Table 6: Usage of F test and ANNOVA for Hypothesis testing

Demographics	Affective Commitment		Continuance Commitment		Normative Commitment	
	F test	Sig.	F test	Sig.	F test	Sig.
Hospitals under Municipal Corporations and Council	6.15	0.00	4.77	0.00	1.79	0.10
Age	32.75	0.00	15.73	0.00	75.15	0.00
Gender	9.55	0.02	8.97	0.03	7.48	0.007
Profile	5.18	0.06	4.67	0.10	4.13	0.17
Work experience	17.18	0.00	9.16	0.00	141.04	0.00
Income	20.59	0.00	10.35	0.00	47.25	0.00

Source: Sample Data

Significance level : 0.05

Interpretation : The results of F - test and ANOVA test (table) exhibited that there is a statistical difference between employees working in hospitals registered under different municipal corporations and their level of affective and continuance commitment, whereas, normative commitment ($p= 0.10$) shows no difference. In case of age and gender factors, there is a statistical difference as regards employee commitment. There isn't any statistical difference between employee designation and employee commitment in all three dimensions. Work experience and income also indicates a statistical difference as regards employee commitment.

VII. FINDINGS

- On average around 40% of the employees personally feel a strong sense and affection towards their healthcare centres which is absent on an average in around 20% of the employees
- 43% of the employees are reluctant to work in the same hospital until they retire. Only 31% of employees are willing to work in the same healthcare center.
- 95% of the employees are concerned and committed towards their patients and their health.
- More than 40% of the employees are loyal towards their work place.

VIII. DISCUSSIONS

The employee commitment is depended on the perception of employees towards their job and initiatives taken by health care organisations for the betterment of their

employees. Numerous times policies affect the commitment level of employees. According to this research, employees working under hospitals under different municipal corporations have different commitment levels towards their job. Thus, it is important for municipal corporations to build better health policies which can improve the scope for clinical employees and make them more committed towards their healthcare centres. Age and work experience has the similar result as the commitment and advanced age along with experience make the employees understand the hospital codes and policies in better way which may help them be more committed towards their job. Female employees usually look for job security and being committed to their current work can provide them satisfaction but this may not be the case with male employees. Payment is the requirement for each and every profession in lieu of demanding the commitment. Thus, in

case of this study also, the results show that higher income can make employees more committed toward their job.

IX. SUGGESTIONS

1. As majority of the employees under study were of young age, it is important for hospital authorities to build better career and growth opportunities for them through their training programmes, workshops and seminars.
2. Authorities should listen and respect the views and feedbacks given by the employees.
3. As the medical field is quite stressful, employees should be treated as humans and be given breathing time during work.
4. Team Building and bonding with doctors and other associates can improve employees' work commitment.

X. CONCLUSION

Along with other sectors, health care is also facing drastic changes. Though medical field is still a sacred section, the growing corporatization is making it difficult for authorities to make employees believe in the vision and values of organisation. Never changing pressures and work stress in this field are reasons for making employees more open towards challenges and flexibilities which can lead to their better career and future prospects. Identification of reasons and factors which can improve the employee commitment towards their job will not only benefit the hospitals and other healthcare centres but also patient care.

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