

The Outcome of Employee Commitment in Healthcare Industry

R. Indradevi, E. Veronica

Abstract--- Objective: The demand for healthcare service is increasing due to awareness of people on the importance of health and quality of life. Hence, it has become very essential for healthcare organizations to look at strategies for quality service delivery for patient satisfaction. Among the various strategies for enhanced employee outcome, medical employee's commitment to organization is very important. This study examined the relationship between employee commitment and its outcome in healthcare Industry.

Purpose: This paper examines the impact of employee commitment and employee outcome like intention to leave, work stress and individual performance in healthcare industry. And also to understand whether demographic variables like Age, Gender and Experience exhibit difference on Continuous Commitment and employee outcome.

Findings: A strong relationship was identified between employee's continuous commitment and employee outcome. Intention to leave or quit is greatly affected by lack of commitment to the organization and work stress. When employee's continuous commitment is high, and they understand the cost of leaving the organization, then turnover intension will be low.

Research limitations: The impact of employee commitment employee outcome was only measured. The important aspect patient's satisfaction was not measured.

Practical Implications: Employees committed towards their organizations are very enthusiastic and render maximum productivity to their organization. It is evident that employees with continuous commitment understand the cost of leaving the job and need of holding the present job and so job turnover is less. This makes them highly productive. Increase in employee commitment will help health care Industry to retain employees and move ahead to experience global competition.

Keywords--- Employee Commitment, Continuous Commitment, Intention to Leave, Work Stress, Individual Performance.

I. INTRODUCTION

Employee Commitment is a psychological binding of an individual to the job and the organisation. In recent years commitment has garnered a lot of attention in HR literature. Commitment is the bond employees experience with their organisation. Committed employees feel a belongingness with the organization and they understand the organization's goals and objectives. These employees are more determined towards their work, are highly productive and are very

proactive. No Organizations can be more productive and successful without committed employees. Since 1960s, employee commitment continues to be one of the most exiting issues for heads of organizations as well as researchers.

II. EMPLOYEE COMMITMENT

Commitment is defined generally as "the relative strength of an individual's identification with and involvement in a particular organization". It can be characterized by at least three related dimensions: "a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization"⁽¹⁾. Further developing the concept,⁽²⁾ identified three salient dimensions of employee commitment: affective, continuance and normative. Affective commitment describes an individual's desire to stay with the organization given her/his emotional attachment to, and identification with, the organization. In traditional, ongoing employment relationships, a high level of affective commitment has been found to be related to low employee turnover, low absenteeism and improved job performance⁽³⁾. Continuance commitment describes an individual's need to remain with the organization resulting from her/his recognition of the costs (tenure, pay, benefits, vesting of pensions and family commitment, etc.) associated with leaving the organization⁽²⁾. In contrast, normative commitment reflects an individual's feeling of obligation to maintain organizational membership because he/she believes it is morally right to be loyal to, and stay in, the organization.

III. CONTINUOUS COMMITMENT

Continuous commitment is where an employee prefers to stay in the organization mainly to satisfy his needs. He has no options available and no other sources of job alternative and losing this job is a high cost for him. Continuance commitment is regarded as an awareness of the costs associated with leaving the organization⁽⁴⁾. Because of the individual's awareness or consideration of expenses and threats linked to leaving the organization, continuance commitment is considered to be calculative. Individuals with continuance commitment remain with a specific organization because of the money they earn as a result of the time spent in the organization, and not because they want to. Continuance commitment is related to the tendency of staying in the organization due to the expenses of turnover or benefits of staying⁽⁴⁾.

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In this situation, they hold the job not because they want it; they hold it for they need the job. This dimension was popularized by Becker's side-bet theory, which defined commitment as a tendency to "engage in consistent lines of activity". Becker⁽⁵⁾ based on the individual's recognition of the "costs" associated with discontinuing the activity, they become tied to the organization because they have voluntarily or involuntarily invested in the organization (e. g., pension plans) and they cannot "afford" to leave ⁽⁶⁾. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so" ⁽⁷⁾.

IV. EMPLOYEE COMMITMENT IN HEALTH CARE INDUSTRY

"Without employee engagement, you're never going to get the kind of ultimate patient experience you're hoping for." –Mike Packnett, CEO, Parkview Health. Though there is a lot of advancements in medical technology, healthcare is still a people-intensive business. Employee engagement is the emotional commitment employees have to the company and its goals. So when employees are engaged and committed to the organization and its goal, they care about the hospital, their team and their patients. There is a significant link between employee engagement and improvements in patient care and satisfaction. For instance, higher nurse engagement scores lead to lower patient mortality and complications, according to a recent Gallup study. Just like employees in any other Industry, healthcare providers also will do better work and shall provide better care, if they are happy and committed in their jobs. Service Organisations such as hospitals are a social system that requires human resources for its effective and efficient operations ⁽⁸⁾. It is essential for hospital to focus on their employees and keep them satisfied and committed to enhance hospital efficiency in healthcare service delivery ⁽⁹⁾. With organisational commitment being seen as the main area of focus in human resource management ⁽¹⁰⁾, there is also a need to look into the employees' commitment to ensure employees well-being which will further drive organisation performance ⁽¹⁰⁾.

V. EMPLOYEE OUTCOME

According to Rajendran Muthuveloo et al. ⁽¹¹⁾ Employee outcome is measured by

- Intention to leave
- Work stress
- Individual Performance

INTENTION TO LEAVE

Intention to leave refers to conscious and deliberate wilfulness to leave the organization and it is defined as "individual's own estimated possibility that they are permanently leaving the organization at some point in the near future" ⁽¹²⁾. Turnover intention is among the strongest predictors of actual turnover and employee commitment is one of the most important antecedents to turnover intention ⁽¹³⁾. One of the main negative consequences of turnover is the personnel costs associated with selection, recruitment, training and development of new employees to replace the employees who voluntarily quit the organization ⁽¹⁴⁾.

WORK STRESS

Work stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Stress refers to an individual's reaction to a situation or aspect of the environment that is perceived as stressful and a threat to one's well-being. The employees work behavior is greatly affected due to stress. When organizations ignore its employees stress and needs, then the results are increased absenteeism, low productivity, low motivation and financial damages which eventually affect the work behaviour of employees.

INDIVIDUAL PERFORMANCE

Individual performance is a spotlight within the work and managerial psychology. Throughout last decades, researchers have step forward in illuminating and developing the performance concept ⁽¹⁵⁾. Achieving the effort to perform at a peak level can be a base of satisfaction and pride. Individual performance is a crucial outcome measure in majority of the studies.

VI. LITERATURE REVIEW

Iverson and Buttigieg⁽¹⁶⁾ examined the multi-dimensionality of organizational commitment, on a sample of 505 Australian male fire-fighters. Data was collected by mailing a multi-item questionnaire. The perception of the employees was measured on five-point Likert scale. Organizational commitment was measured using the original 24-item scale developed by ⁽¹⁷⁾. The results indicated that organizational commitment was best represented by four factors of affective, normative, low perceived alternatives and high personal sacrifice. Employees expressed different personal, job-related and environmental causes of commitment too. The model was tested by employing Linear Structural Relations. Kontoghiorghes and Nancy Bryant ⁽¹⁸⁾, identified the key predictors of employee commitment in healthcare insurance industry. Strongest predictor identified was company satisfaction followed by good working environment that motivated continuous learning. Murali et al., ⁽¹⁹⁾, investigated the relationship between employee commitment and patient satisfaction in two centres of leading medical service provider in Bengaluru city. A positive correlation was identified highlighting the importance of employee commitment in health care sector which is a people-centric industry. Mahmoud Al-Hussami⁽²⁰⁾, made a study with registered licensed practical Nurses in South Florida, with commitment and satisfaction to organization effectiveness. The study revealed that the more committed the employees are, the more productive they are. His-Chi et al., ⁽²¹⁾, explored the relationship between organization culture and organizational commitment among hospital nursing executives in Taiwan. The study revealed a high level of positive relationship between these both. Organizational culture provided a sense of identity and rules that aided in the achievement of organizational goals. Good culture enriched Organizational Commitment and hospital performance services.

Lambert et al. (22) studied the relationship of continuance and affective commitment with employee’s life satisfaction by conducting a survey in Michigan maximum-security prison and Midwestern private maximum-security prison. Results showed that continuance commitment was negatively correlated to life satisfaction. In the private prison also, age and continuance commitment were negatively correlated with life satisfaction.

Adnan (23), tried to analyse and determine the influence of organizational culture on Continuous commitment and employee performance. The approach used is causality between the variables, whereas sampling techniques used was the census method with the number of respondents targeted 115 employees. The results showed that organizational culture has a positive and significant impact on Continuous commitment and employee performance.

Essono ,Fabiene and Sandeeplyodkachchhap(24), Identified the factors for enhancing employee commitment with healthcare professionals in Philippines. The factors identified were job satisfaction, working climate and training and development activities.

Israel et al., (25), investigated the factors influencing Organizational Commitment, because of the relationship between Organizational Commitment and employee turnover, absenteeism and organizational performance, which are all very essential for health care executives to stabilize nursing workforce. The factors influencing organizational commitment were perceived organizational support, job satisfaction, transformational leadership behaviour, educational qualification and working ward.

Research Objectives

- To identify the influence of continuous Commitment on Employee outcome.
- To study whether demographic variables like Age, Gender and Experience exhibit difference on Continuous Commitment and employee outcome.

VII. RESEARCH DESIGN

Research design is the basis for the composition of any successful scientific work, which gives direction and standardizes the research. Descriptive research is concerned with describing the situation at the time of the study (26). Descriptive approach is used to bring out the relationship between continuous commitment and Employee Outcome.

Population and Sample of the Study

The study was conducted at three big hospitals in Vellore District, Tamilnadu. The population in this study consisted of all the employees directly interacting with the patients. Employees from each of the three hospitals was selected by convenience sampling method.

Data Collection

Both primary and secondary data were used for this study. Primary data was collected from the sample respondents through a structured questionnaire, Meyer and Allen (7). Review of secondary literatures helped the researcher to develop research questions and objectives. Merriam (27) stated that in order to get a comprehensive and complete perspective of the study subject one should seek secondary information from multiple sources. Accordingly, secondary

data for this study were collected from journal articles, research studies, books, and authentic websites such as EBSCO, PROQUEST and EMERALD.

VIII. DATA ANALYSIS

The collected data were appropriately coded and uploaded into a computer. Statistical package for social science (SPSS) version 20 was used to process the data and for application of statistical tools. Structural Equation Modeling (SEM) was used for testing the relationships among observed and latent variables (28). Difference in the mean scores between the two gender groups was examined by independent samples T-test. Out of the three demographic variables, difference in the mean scores in Age, and Work experience groups were assessed by One-way (ANOVA) analysis of variance.

Relationship between Age and Dependent and Independent Variables

The researcher was interested in understanding the relationship between age and dependent, mediating and independent variables.

Age and Continuous Commitment

Test: One-way ANOVA test was applied to assess the difference in the continuous commitment mean scores between the four age groups of respondents.

Table 1: ANOVA Test Results

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	365.908	3	121.969	4.138	.007
Within Groups	9313.292	316	29.472		
Total	9679.200	319			

Degree of Continuous Commitment significantly varied with the age of the employees. Particularly, employees aged between 21-25 years had lower level of Continuous Commitment when compared to other age groups.

Age and Employee Outcome

Test-One-way ANOVA test was applied to find the difference in the Intension to Leave mean score between the different age group of respondents.

Table 2: Age Vs Employee Outcomes

Factors	Mean Square	F	Sig.(p)
Intention to Leave	3.84	.44	.723
Work Stress	18.589	1.611	.187
Individual Performance	125.591	4.434	.005

One-way ANOVA test result shows that there was no statistically significant difference in the mean scores between the four age groups and employee’s outcomes intention to leave and work stress as the computed p-value is greater than the critical alpha value (.05). But with regard to individual performance there is significant difference between the age groups as the as computed p-value is less than the critical alpha value (.05)



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Relationship between Gender and Dependent and Independent Variables

Gender and Continuous Commitment

Test: The difference in the level of Continuous Commitment between the male and female employees was examined using independent samples *t*-test.

Table 3: Independent Samples Test

	t-test for Equality of Means					95% Confidence Interval of the Difference	
	t	Df	Sig. (2-tailed)	Mean Diff	Std. Error Diff	Lower	Upper
Equal variances assumed	-.444	318	.657	-.40277	.90685	-2.18695	1.38140
Equal variances not assumed	-.416	32.928	.680	-.40277	.96895	-2.37428	1.56873

Results: The independent samples *t*-test results shows the difference in the mean score between the two groups compared is not statistically significant [$t(318) = -.444, p = .657 > .05$], since the computed *p*-value is greater than the critical α value .05. Male and female employees did not significantly differed in their “Continuous Commitment” towards their organization.

Gender Vs Employee Outcome

Table 4: Gender Vs Employee Outcome

Factors	t	Df	Sig. (2-tailed)
Intention to Leave	.390	318	.697
Work Stress	.227	318	.820
Individual Performance	-1.026	318	.305

Conclusion: From the above results, it has been concluded that there is no significant difference among the male and female employees with regard to employee outcome like intention to leave, work stress and individual performance.

Relationship between Work Experience and Dependent and Independent Variables

Work Experience and Continuous Commitment

Test: Difference in the “Continuous Commitment” mean scores between the five work experience groups was analyzed with one-way ANOVA test.

Table 5: ANOVA Test Results

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	63.487	4	15.872	.731	.571
Within Groups	6837.385	315	21.706		
Total	6900.872	319			

One-way analysis of variance statistics reveals that the differences in the mean scores between the five work experience groups compared is not statistically significant [$F(4, 315) = .731, p = .571 > .05$]. “Continuous Commitment” of the employees did not differ significantly with their work experience in the organization.

Work Experience Vs Employee Outcome

Table 6: Work Experience Vs Employee Outcome

Factors	Mean Square	F	Sig.(p)
Intention to Leave	5.369	.618	.650
Work Stress	9.710	.835	.504
Individual Performance	70.984	2.472	.045

Conclusion: Employees, though they had varied work experience in the organization they did not have any significant difference on “Intention to Leave” and work stress. But then there was significant difference between the employees with varied work experience and their individual performance.

IX. STRUCTURAL EQUATION MODELING

Structural Equation Modelling (SEM) is a general statistical modelling technique which is used in behavioural sciences. It comprises of factor analysis, regression and path analysis. The relationships between the theoretical constructs are represented by regression or path coefficients between the factors. They frequently summon a measurement model that defines latent variables using one or more observed variables and a structural model that implicate relationships between latent variables.

The path relationship between continuous commitment and employee outcome

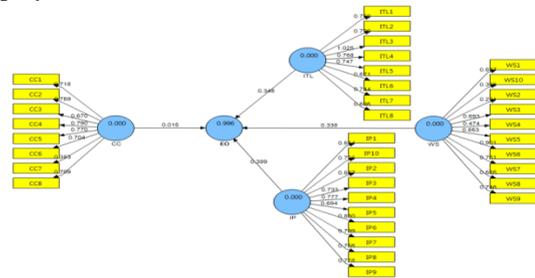


Fig. 1: Continuous Commitment and Employee Outcome

The coefficient of determination, R^2 is .996 for Continuous Commitment. Endogenous latent variables highly explain 99.6% of the variance in Continuous Commitment. Continuous Commitment has higher impact on Individual Performance (.399) followed by Intention to leave (.348) and Work stress (.338).

The hypothesized path relationship between Continuous Commitment and Employee Outcome like Intention to leave (ITL), Work stress (WS) and Individual Performance (IP) is statistically significant, because its standardized path coefficient (.348, .338 & .399) is greater than (0.1). Hence it is evident that there is a strong relationship between employees’ continuous commitment and employees’ outcome such as Intention to leave, Work Stress and Individual Performance.

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Table 7: Fit Indices Continuous Commitment and Employee Outcome

	AVE	Composite Reliability	R Square	Cronbachs Alpha
CC	0.587572	0.880690		0.807998
EO	0.528648	0.916304	0.996301	0.853529
IP	0.526309	0.832923		0.761773
ITL	0.600199	0.921874		0.866237
WS	0.510419	0.959468		0.943964

Internal Consistency Reliability

In PLS-SEM, composite reliability is used to measure internal consistency. From the above table it is inferred that all values are higher than the preferred level of 0.7. Hence the reliability is high.

Convergent Validity

To check the convergent validity each latent variables Average Variance Extracted (AVE) is evaluated and it is found that all the AVE values are greater than the acceptable threshold of 0.5. So, the convergent validity is confirmed.

X. FINDINGS

The study concluded a strong relationship between employee’s continuous commitment and employee outcome. Committed employees contribute a lot towards their organization and employee outcome. Employee commitment lead to several specific behavioral outcomes, such as job performance and reduced work stress. Intention to leave or quit is greatly affected by lack of commitment to the organization and work stress. When employee’s continuous commitment is high, and they understand the cost of leaving the organization, then turnover intension will be low. Continuous commitment is significant to organization performance, which manifest in employees skills, performance and devotion to duty so as to fulfil the set organizational goals and objectives. The empirical results indicate that there is fairly a high relationship between employee continuous commitment and employee performance, implying that employee commitment improves the performance of individual employees.

XI. CONCLUSION

The study examined whether employee commitment affects employee outcome by influencing organizational citizenship behaviour and this behaviour influences employee outcome. Employees of the selected organizations are enthusiastic and is reflected in their continuance commitment in their work environment to render maximum productivity to their organization. It is evident that employees with continuous commitment understand the cost of leaving the job and need of holding the present job.

This makes them highly productive, and with less intention to leave the job. Increase in employee commitment will also help health care Industry to retain employees and move ahead to experience global competition. Ethical clearance- Taken from the respective hospital authorities.

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