The Relationship between Job Satisfaction and Organizational Commitment: The Case of Hospital Employees

Metin Kaplan[*], Emine Ogut[**], Asli Kaplan[***] and Kadir Aksay[****]

Organizational commitment is crucial to hospitals due to the critical role that employees play in the provision of healthcare services. In this study, we investigated the relationship between job satisfaction and organizational commitment (affective commitment, normative commitment and continuance commitment) in pay hospitals in Konya city, Turkey. The findings of the research indicated that job satisfaction was positively and significantly correlated with affective commitment. In addition, job satisfaction was positively related to normative commitment. According to correlation analysis; no significant relationship between job satisfaction and continuance commitment was found out. Regression analysis results showed that job satisfaction had a positive effect on affective commitment and normative commitment. On the other hand, it is found out that job satisfaction had no effect on continuance commitment. Moreover, practical implications are discussed, and suggestions for the future research are carried out.

Keywords: Job satisfaction, organizational commitment, hospital management.

1. Introduction

Hospital businesses should plan and manage the human resources effectively by means of coordinating different services such as main, supporting and facilitating simultaneously in the rapidly developing environmental conditions. Obtaining sustainable competition advantage is based on the effective use of human capital they have in current business condition where competitors imitate physical components easily. Therefore, providing organizational commitment has a crucial role. Since the output of services basically depends on human performance, this situation is much more vital for hospital business.

Formation of organizational commitment is based on some individual and organizational antecedents. This study focuses on job satisfaction. Within this framework, the aim of the study is to investigate the relationship between job satisfaction and organizational commitment (affective commitment, normative commitment and continuance commitment) in the hospital businesses in Konya city, Turkey.

A general definition of job satisfaction is viewed as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences"

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[*] **Corresponding Author**, Assist. Prof. Dr., Faculty of Economics and Administrative Sciences, Nevsehir University, Nevsehir, Turkey, Email: mkaplan@nevsehir.edu.tr
[**]Social Sciences Vocational School, Selcuk University, Konya, Turkey, Email:emineogut@selcuk.edu.tr
[***]Vocational School, Nevsehir University, Nevsehir, Turkey, Email: aslioz83@yahoo.com.
[****] Social Sciences Institute, Selcuk University, Konya, Turkey, Email: kadiraksay@hotmail.com

(Vandenabeele 2009, p. 14). Another definition regarding job satisfaction is "the degree to which employees have a positive affective orientation toward employment by the organization" (Buchko, Weinzimmer and Sergeyev 1998, p. 111).

Job satisfaction relates to an attitude toward a job. Organizational commitment represents more of how employees feel toward the company or organization. In other words, job satisfaction represents an effective response to specific aspects of the job, whereas organizational commitment is an effective response to the whole organization (Chen 2006, p. 274). Job satisfaction is an antecedent of organizational commitment (Van Scotter 2000, p. 83).The more employees are satisfied with their job, the more they are deeply committed to organizations.

Employee commitment refers to the psychological attachment of workers to their workplaces (Becker et al. 1996, p. 464). According to Balfour and Wechsler (1996, p. 257), organizational commitment is defined as an employee's desire to remain with the organization. The concept of the organizational commitment involves the following three factors (Maxwell and Steele 2003, p. 362);

(a) a strong belief in and acceptance of the organization's goals and values,
(b) a willingness to exert considerable effort on behalf of the organization,
(c) a definite desire to maintain organizational membership.

Although, there have been various classifications in literature concerning the organizational commitment, this study is based on the affective, normative and continuance commitment of Meyer and Allen (1997, pp. 11-13).

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization (Allen and Meyer 1990, p. 2). Affective commitment is the extent to which employees are involved with and have attached emotionally to their organizations because they identify with the goals and values of their organizations (Addae, Parboteeah and Velinor 2008, p. 569).

Affective commitment is the affective bond an individual feels toward the organization, characterized by identification and involvement with the organization as well as enjoyment in being a member of the organization (Bergman 2006, p. 646). Individuals with a high level of affective commitment continue to work for an organization because they *want to* (Meyer and Allen 1997, p. 11).

Affective commitment is developed mainly from positive work experiences, such as *job satisfaction* and organizational fairness, and is associated with desirable outcomes, such as higher levels of organizational citizenship behaviors, and lower levels of withdrawal behaviors like absenteeism and tardiness (Wasti 2002, p. 526).

Normative commitment was defined as an obligation to remain with an organization (Buchko, Weinzimmer and Sergeyev 1998, p. 110). It is based upon generally accepted rules about reciprocal obligations between organisations and their employees. This is based on "social exchange theory'", which suggests that a person receiving a benefit is under a strong "normative" (i.e. rule governed) obligation to repay it in some way. Thus the receipt by the employee of something "over and above" what they might normally expect from their employer, places them under a social obligation to repay it in some way (McDonald and Makin 2000, p. 86).

Continuance commitment was defined as the perceived cost associated with leaving an organization (Buchko, Weinzimmer and Sergeyev 1998, p. 110). In particular, side-bets and other "investments" are an important determinant. Continuance may comprise "personal sacrifice" associated with leaving, and "limited opportunities" for other employment (McDonald and Makin 2000, p. 86).

Generally, employees will be satisfied with their jobs and committed to their organizations if they are content with the nature of the work itself, are satisfied with their supervisor and co-workers, and if they perceive current pay policies and future opportunities for promotion within their firm to be adequate (Reed, Kratchman and Strawser 1994, pp. 37-38). Employees with high levels of organizational commitment are more work-oriented than other employees. They get more satisfaction from work and view their jobs as fulfilling more of their personal needs. As a result, they are willing to exert considerable effort on behalf of the organization (Van Scotter 2000, p. 83).

In this context, the objective of this study is to investigate the relationship between job satisfaction and organizational commitment in hospital employees.

2. Literature Review

There have been few studies which demonstrate the relationship between job satisfaction and organizational commitment.

According to the investigation, carried out by Aydogdu and Asikgil (2011), on the employees working in the service and production industry, a significant relationship is discovered between affective commitment and internal and external job satisfaction. Similar to this finding, it is realized that there is also a significant relationship between normative commitment and external and internal job satisfaction. Whereas a negative relationship was found out between internal job satisfaction and normative commitment; contrary to the expected findings, they found out a significant and positive relationship between external job satisfaction and continuance commitment. Dirani and Kuchinke (2011) investigated the relationship between job satisfaction and organization commitment in five Lebanese banks. Results of the research showed that satisfaction and commitment were significantly correlated and satisfaction was a good predictor of commitment. Ahmad and Oranya (2010) aimed to examine the relationship between nurses' job satisfaction and organizational commitment in culturally and developmentally different societies, Malaysia and England. According to results, there was a positive and significant correlation between job satisfaction and total organizational commitment for both countries. With regard to the three dimensions of organizational commitment, the result showed no significant correlation between continuance commitment and job satisfaction in the Malaysian hospital, whereas in the English hospital continuous commitment had a significant negative correlation with job satisfaction. Markovits et al. (2010), found out that extrinsic satisfaction and intrinsic satisfaction were more strongly related to affective commitment and normative commitment for public sector employees than for private sector ones. On the other hand, a study conducted by Tsai, Cheng and Chang (2010) showed that job satisfaction positively influenced organizational commitment on hospitality industry employees' in Taipei city, Taiwan. Likewise, Silva (2006) investigated the relationship between the job satisfaction and organizational commitment on hospitality employees. The results showed that significant positive

relationship between job satisfaction and organizational commitment was found. Buchko, Weinzimmer and Sergeyev (1998) investigated the relationship between the job satisfaction and organizational commitment in a privatized Russian organization. According to the result, there was positive and significant correlation between five dimensions of job satisfaction and organizational commitment. Similarly, Glisson and Durick (1988) found out positive relationship between job satisfaction and organizational commitment in the research on human service workers in human service organizations.

In the light of these findings, the following hypothesis will be tested:

H_1: There is a positive relationship between job satisfaction and affective commitment.
H_2: There is a positive relationship between job satisfaction and normative commitment.
H_3: There is a negative relationship between job satisfaction and continuance commitment.

3. Methodology

3.1 Sample

The sampling consists of employees in pay hospitals in Konya city, Turkey. Ten pay hospitals take place in Konya. Nearly 1394 employees are estimated to serve in these hospitals. 1394 questionnaires were distributed. 362 questionnaires were returned. This represented an overall response rate of 26%. This rate is an acceptable response rate for this kind of study (Pierce and Henry, 1996).

The sample consisted of 65.5 percent females and 33.7 percent males. With regard to age distribution, 5.3% of the respondents were less than 20 years old, 27.1% of the respondents were 21-25 years old, 26.0% of the respondents were 26-30 years old, 19.9% of the respondents were 31-35 years old, 12.7% of the respondents were 36-40 years old and 8.9% of the respondents were more than 40 years old. In terms of time in service; 25.1% of the respondents had less than 1 year, 51.5% of the respondents had 1-5 years, 17.5% of the respondents had 6-10 years and 5.8% of the respondents had more than 10 years. 21.0 % of the respondents had administrative function, while 79.0% of the respondents had no administrative function. Distribution of work positions of the respondents were nurses (23.2%), consultant (22.3%) and others (54.5%).

3.2 Measures

A questionnaire was structured to gather primary data from employees in private hospitals. Organizational commitment (affective commitment, normative commitment and continuance commitment) were designated as the dependent variables in this study, while job satisfaction was considered as the independent variable. To measure organizational commitment, we used the 20 items Organizational Commitment Questionnaire developed by Meyer and Allen (1997). The items were classified in terms of the three dimensions of affective commitment, normative commitment and continuance commitment. Participants responded on a 5-point Likert-type scale dictating the extent to which they agreed with each statement as it

reflected their present work environment (1= strongly disagree, 5= strongly agree). Cronbach's alphas were as follows: 0.90 for affective commitment, 0.82 for normative commitment and 0.77 for continuance commitment.

On the other hand, job satisfaction was measured with short form of Minnesota Satisfaction Questionnaire (MSQ), 20 items 5-point Likert scale (1=strongly disagree, 5=strongly agree). The scale showed adequate reliability. The Cronbach's alpha coefficient was 0.91. In general, a value of 0.70 in the Cronbach's alpha is considered adequate in order to ensure reliability of the internal consistency of a scale (Nunnally 1978).

4. Findings

Table 1 reports means, standard deviations, correlations among variables, and cronbach's alpha coefficients.

Table 1: Descriptive Statistics and Inter-correlations among Study Variables

	Mean	Std. Dev.	1	2	3	4
1. Job Satisfaction	3,68	0,60	*(0,91)*			
2. Affective commitment	3,56	0,82	,341**	*(0,90)*		
3. Normative commitment	3,09	0,81	,271**	,197**	*(0,82)*	
4. Continuance commitment	2,91	0,66	-,034	,233**	,140**	*(0,75)*

** Correlation is significant at the 0.01 level (2-tailed).

As predicted, job satisfaction was positively and significantly correlated with affective commitment at the 0.01 level. The result supported H_1. Also, job satisfaction was positively related to normative commitment. Namely, H_2 was supported. In this frame, these results were consistent with the study results of Aydogdu and Asikgil (2011), Dirani and Kuchinke (2011), Markovits et al. (2010), Silva (2006), Buchko, Weinzimmer and Sergeyev (1998), Glisson and Durick (1988). On the other hand, there was a negative but not significant correlation between job satisfaction and continuance commitment. This finding was similar to the study results of Ahmad and Oranya (2010). Thus, H_3 was not supported.

The regression analysis was carried out to determine the efficacy level of the job satisfaction on affective commitment, normative commitment and continuance commitment.

Table 2: The Results of Regression Analyses: The Effect of Job Satisfaction on Dimensions of Organizational Commitment

Dependent Variables	R	R^2	F	Beta	Std. Error	t	Sig.
Affective Commitment	0.341	0.117	47.507	0.341	0.068	6.893	**0.000**
Normative Commitment	0.271	0.073	28.558	0.271	0.069	5.344	**0.000**
Continuance Commitment	0.034	0.001	0.410	-0.034	0.058	-0.641	0.522

$p < 0.05$; **Independent Variable**: Job Satisfaction

The results of regression analysis in Table 2 suggest that the R^2 (0,117) was significant at the 0,000 level for affective commitment. This means that 11.7% of the variance in affective commitment was significantly explained by the job satisfaction (β= 0,341; t= 6,893; p= 0,00). Namely, job satisfaction was found to be a significant predictor of normative commitment (R^2=0,073; β= 0,271; t= 5.344; p= 0,00). This means that 7.3% of the variance in normative commitment was significantly explained by the job satisfaction. These findings were similar to the study results of Tsai et al (2010). Tsai, et al. (2010) demonstrates in their study that job satisfaction directly affects organizational commitment in a positive way on hospitality industry in Taiwan. Although these investigations were carried out in different countries and different industries, the findings are very similar to each other.

On the other hand, we found out that job satisfaction had no effect on continuance commitment (p= 0,522>0,05).

5. Conclusion

Analyzing the concepts of job satisfaction and organizational commitment has a great importance for the employees in services industry. High job satisfaction and organizational commitment level of the employees enable them to provide a high motivation. By this way, they will show a maximum effort to reach the organizational commitment objectives. As a result of this effort, the organization will be inimitably overtopped. The following suggestions can be offered for job satisfaction in order to increase organizational commitment level of hospital business staff;

• Fair wage plan should be put into effect.

• Supported organizational culture should be created.

• An effective communication system should be build.

• Employee benefits should be improved.

• Award and penalty system should be constituted and this system should be applied objectively.

• Human resources policies and applications, which have a crucial role in the formation of organizational commitment, should be developed.

Unless these issues are taken into account, turnover will increase, service quality will decrease, customer satisfaction will be affected negatively, disadvantage of competition will occur, and as a result, businesses will face the threat of withdrawing.

The findings of this study need to be interpreted with the following limitations in mind. First limitation is that the results can not be strictly construed to be representative of all employees in all hospitals, because this study has been conducted in Konya, Turkey. Therefore, the study needs to be replicated in different industries and countries in order to generalize the findings. Second, participants may have been biased to present positive aspects of their businesses.

This research aimed to investigate the relationship between job satisfaction and organizational commitment in pay hospitals. For the upcoming research, it is available to investigate the job satisfaction among different industries. Moreover, it would also be interesting to establish the relationships between job satisfaction and turnover intention, organizational citizenship behavior, psychological well-being for different industries or organizations.

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