

Influence of Motivational factors on Organisational Commitment in a Hospital setting

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Abstract

The study investigates the role of motivation on commitment of Health Care Employees (Doctors) conducted in a hospital in Kerala. The sample unit were doctors from a well to do, private Medical College Hospital. The sample size was limited to 100.

The hypothesis: Motivation positively influences commitment. The Organizational Commitment (OC) is having a mean score of 4.32 indicating a strong sense of OC, which is as per expectations. Among the predictor variables, Inter Personal Relationship (IPR) (Mean 4.37), Staff Development Activities (SDA) (Mean 4.14) and Job Commitment (JC) (Mean 4.20) are responsible for the high Organizational Commitment.

In Regression Analysis Output, the same predictor variables like Inter Personal Relationship (IPR) (Beta 0.27, $P < .05$), Staff Development Activities (SDA) (Beta 0.19, $P < .05$) and Job Commitment (JC) (Beta 0.49, $P < .05$) are responsible for the high Organizational Commitment. Other predictor variables are insignificant.

The future study is to be done in at least two or more organizations from different settings (Government and Private) and a comparative set of factors driving Organizational commitment is to be studied.

Key Words: Motivation, Commitment, Health Care Employees.

INTRODUCTION

Health care organizations are becoming more dynamic and flexible to meet the complex needs of patients while facing increasing cost containment pressures. The skills and competency of health workers are essential in the Healthcare Industry, in order to obtain high quality health services (Yeates & Pillinger, 2018).

However, in developed countries, it is found that in spite of having inherent skills, lack of motivation and commitment force the nurses (10-15%) withhold renewing their licenses in the first five years of their career and they face strong stress to quit the occupation (Marleau & Lapointe, 2014). Motivational mechanism

and the presence or absence of commitment in nursing staff has been linked to turnover intention (Brunetto, Shriberg, Farr-Wharton, Shacklock, Newman, & Dienger, 2013). Previous studies show that the accomplishment of an organization depends on its talented and sincere employees and their performance depends on the motivation of the employees and commitment towards their work (Sims, 2007). Motivation is a psychological response that stimulates an individual to contribute the best by way of productivity and performance. Motivation binds the employee to the organisation leading to high commitment and loyalty to one's work place. The binding of the employees to the organisation gains more importance particularly in an era of technology-driven healthcare services environment (Hashim & Hameed, 2012). The research question is to enquire, the role of motivation on commitment of Health Care Employees (Doctors) in hospitals in Kerala.

Literature

Motivation

As per the study of Salleh, Zahari, Said, and Ali, (2016), work motivation on organizational commitment among employees in an engineering company indicates a positive role on Firm productivity. Both intrinsic and extrinsic motivation is important in Organisational Commitment. Feelings of achievement, responsibility, accomplishment and competence derived from performing one's job, are examples of intrinsic motivations. Extrinsic motivation stems from the external work environment to the task like opportunities for advancement, which are tangible rewards (George and Sabapathy, 2011). Money is one among the different other incentives which can serve as motivators (Tella, Ayeni, & Popoola, 2007). In short a mix of both extrinsic and intrinsic dimensions affect the perception of employees in the workplace like adequate income and fair compensation, safe and healthy working conditions, growth, security, work life balance, social relevance of work life, support, communication, space, autonomy, social integration, and constitutionalism (Risla & Ithrees, 2018).

A study which focused on demotivating factors like delay in promotion, unreasonable work load, lack of appreciation and no career progression found that motivational schemes are necessary for output from employees (Omollo, 2015). Another study by Ibrahim and Brobbey (2015), shows that leadership opportunities, training and development, employee appraisal and socialization are factors that motivate employees. As per the study of Manongi and Marchant (2006), in a healthcare setting, infrastructure and resource availability are motivator for the employees. Recognition of the health worker by his/her employer and the community is a motivator (Mathauer & Imhoff, 2006).

Commitment

According to Allen and Meyer (1990), Organizational Commitment is a psychological state which binds the employee to the organization and encourages a course of action relevant to a target (Meyer & Herscovitch, 2001). An individual can develop a bond to different social targets such as organisations, work groups or occupations (Vandenberghe, 2016). Organizational Commitment is characterized with three elements: (i) acceptance and belief of organizational goals, (ii) being enthusiastic about putting an effort for the Organization, (iii) showing a willingness to continue the membership of the organization (Allen & Meyer,

1990). Commitment is a high level of attachment to an Organization, with a sense of job involvement, loyalty and a belief in the values of the organisation (O' Reilly & Chatman, 1986). Organizational Commitment is a person's feeling with regard to continuing his or her association with the organization, acceptance of the values and goals of the organization, and willingness to help the organization to achieve such goals and values (Pareek, 2004). The antecedents of workplace commitment include congruency, interesting work, clarity of purpose, equity and fairness, feedback and recognition, empowerment, and autonomy (Fornes, Rocco, & Wollard, 2008). Organizational Commitment is a definite desire to maintain organizational membership, identification with the purposes, successes of organization, the loyalty of an employee, and a willingness to exert considerable effort on behalf of the organization (Aydin, Sarier, & Uysal, 2011). One of the most important work attitudes influencing organizational behaviour is commitment of the employee (Klein, Cooper, Molloy, & Swanson, 2014).

Motivation on Commitment

Motivational perspective of commitment refers to a state of being, with a strong belief system with a continuing bond within the employee to set goals and achieve those goals for the organization (Steers, Mowday, & Porter, 1979). Meyer, Becker, and Vandenberghe (2004) developed a Model integrating commitment and motivation. Two types of Work Group Commitment (i.e., affective and continuance) and Motivation (i.e., autonomous and controlled) are investigated to define the proactive behavior in the nursing staff. Castaing (2006) and found a positive relationship between Public Service Motivation (PSM) and commitment among Civil Servants. Taylor (2008) found a direct positive association between PSM and commitment and (Kim; 2011, 2012b) demonstrated that PSM had a positive effect on commitment.

Hypothesis

H1. Motivation is positively associated with Commitment (includes- Governance and Organizational Structure, Leadership Style, Interpersonal Relationship, Physical Infrastructure, Staff Development Activities, Recognition and Achievement, Job Commitment)

Methodology

The study is descriptive in nature. The sample unit were doctors from well-to-do, private Medical College Hospital in Kerala. The sample size was limited to 100 and data was collected by convenience. Motivational factors were classified as both intrinsic and extrinsic. The extrinsic and intrinsic factors measured from the hospital context includes: Governance and Structure, Leadership Style, Interpersonal Relationship, Physical Infrastructure, Staff Development Activity, Recognition and Appreciation and Job Commitment. The Organisational commitments of the employees were measured separately. All the questions were measured using a five point Likert scale from 1 strongly Disagree to 5 Strongly Agree.

Governance and Structure had six questions on factors like Vision, Communication of vision, Responsibility of employees and its mapping, Clarity of communication, and Adherence to national standards.

Leadership style had one question on Participative Leadership. Interpersonal Relationship had three questions on employee's relationship with the superior and colleague. Physical Infrastructure dimension had five questions on different facilities in the hospital. Staff Development Activity had four questions on methods and effectiveness of the activity. Recognition and Appreciation had three questions on personal initiatives and management recognition. Job Commitment had four questions on one's level of commitment to job. Organisational Commitment had six questions on team spirit, involvement, adaptive to change and efforts in the job.

Regression Analysis was done with Organizational Commitment (OC) as the Dependent Variable and Governance and Organizational Structure (OST), Leadership Style (LSS), Interpersonal Relationship (IPR), Physical Infrastructure Perception (PHY), Staff Development Activity (SDA), Recognition and Appreciation (RA) and Job Commitment (JC) as Independent Variables. The scales were tested for reliability.

Findings

Table 1: *Descriptive Statistics*

<i>Descriptive Statistics</i>			
Variables	Mean	Std. Deviation	N
Organizational Commitment	4.32	0.54	100
Organizational Structure	4.09	0.63	
Leadership Style	3.78	0.99	
Interpersonal Relationship	4.37	0.59	
Physical Infrastructure Perception	3.83	0.77	
Staff Development Activity	4.14	0.64	
Recognition and Appreciation	3.84	0.82	
Job Commitment	4.20	0.58	

The scale reliability for all the constructs was at 0.75 or above indicating a good scale (Nunnely, 1978). The hypothesis, Motivation positively influences Commitment is partially accepted. The Organizational

Commitment (OC) is 4.32 indicating a strong OC, which is as per expectations. Of the predictor variables, Inter Personal Relationship (IPR) (Mean 4.37), Staff Development Activities (SDA) (Mean 4.14) and Job Commitment (JC) (Mean 4.20) were responsible for the high Organizational Commitment (table 1).

In Regression Analysis, the same predictor variables like Inter personal Relationship (IPR) (Beta 0.27, P<.05), Staff Development Activities (SDA) (Beta 0.19, P<.05) and Job Commitment (JC) (Beta 0.49, P<.05) were responsible for the high Organizational Commitment (table 3).

Governance and Organizational Structure had high mean score of 4.09, but beta value was insignificant in the model (table 1 and 3). Similarly Leadership styles (LSS), Physical Infrastructure perception (PHY) and Recognition and Appreciation (RA) were all having relatively lower mean scores and insignificant Beta-value (table 1 and 3).

Table 2: Regression Model Summary

Regression Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.734 ^a	.539	.504	.38381	.539	15.362	7	92	.000	1.983

a. Predictors: (Constant), JC, PHY, LSS, SDA, OST, IPR, RAA
 b. Dependent Variable: OC
 c. Anova Table, P< .000

Table 3: Regression Coefficients

Regression Coefficients										
Model	Unstandardized Coefficients		Stand. Coeff* Beta	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Zero-order	Partial	Part	Tolerance	VIF
(Constant)	.70	.39		1.79	.08					
Organizational	-.10	.08	-.11	-1.19	.24	.33	-.12	-.08	.55	1.81

Commitment										
Organizational Structure	.02	.05	.04	.53	.60	.21	.06	.04	.75	1.34
Leadership Style	.24	.09	.27	2.83	.01	.59	.28	.20	.57	1.75
Interpersonal Relationship	.06	.06	.08	.97	.33	.25	.10	.07	.68	1.48
Physical Infrastructure Perception	.16	.07	.19	2.31	.02	.38	.23	.16	.72	1.39
Staff Development Activity	.01	.07	.01	.10	.92	.37	.01	.01	.47	2.14
Recognition and Appreciation	.46	.08	.49	5.40	.00	.64	.49	.38	.60	1.66

a. Dependent Variable: OC; * Standardized Coefficients

Discussion:

Motivation is overall positively driving Organizational commitment, and the hypothesis is accepted partially. Motivation includes intrinsic and extrinsic factors like Governance and Organizational Structure, Leadership Style, Interpersonal Relationship, Physical Infrastructure, Staff Development Activities, Recognition and Achievement, and Job Commitment. Organizational Commitment is high (4.32) and it's driven by Interpersonal Relationship (4.37), Staff Development Activities (4.14) and Job Commitment (4.20). This is true in the said private hospital's context. Doctors unanimously agreed that the strong interpersonal relationship among the colleagues was partially driven by the administrator's policies and partially self-motivated. Since the private hospital was a leading hospital they ensured that their doctors were exposed to external certifications and other short term training to keep them informed with the latest developments in the professional community. This was necessary for the hospital to acclaim reputation in serving the community. The job commitment of the doctors were also reported to be high as they were paid well and also the staff selection was done befitting the organizational need. The binding of the employees to the organisation gain more importance, particularly in an era of technology-driven health-care services (Hashim & Hameed, 2012). In this sample hospital, the intrinsic binding is stronger due to the presence of inter personal relations, job commitment and staff development activities.

More factors like Governance and Structure, Leadership Styles, Recognition and Appreciation and Physical Infrastructure should be focused by the hospital administrators in the long run. As per the study of Manongi and Marchant (2006), in a healthcare setting, infrastructure and resource availability are motivator for the employees. Recognition of the health worker by his/her employer and the community is a motivator (Mathauer & Imhoff, 2006). Study by Ibrahim and Brobbey (2015) shows that leadership opportunities, training

and development, employee appraisal and socialization are some of the factors that motivate employees. These factors need to be given utmost importance by the administrators of the hospital in the immediate hospital administration future.

Scope for Future Research and Limitations

The future study is to be done in at least two or more organizations from different settings (Government and Private-small, medium and large) and a comparative set of factors driving Organizational Commitment is to be studied. Factors like difference in governance and structure, cultural and policy context are to be understood deeply. The sample size of 100 was a limitation which could have adversely affected the findings.

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