



# Effect of Employee Morale on Organizational Commitment of Healthcare Personnel

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## Abstract

Researches have shown that organizational commitment are affected by employee morale. The purpose of this study is to determine the effect of employee morale on organizational commitment of healthcare personnel. Very little research related to this subject has been done in healthcare settings in this country. The exploration of the results of the different types of settings will portray a better understanding of the relationship between employee morale and organizational commitment regarding healthcare personnel.

**Keywords:** Employee Morale; Organizational Commitment.

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## Introduction

Human resources have an important role in an organization's success or failure to attain a goal. Human resources are the most crucial aspect in any firm. Although other aspects such as capital and equipment are vital, individuals will eventually serve as managers and implementers to ensure that organizational goals are realized.

India has an emerging healthcare sector. Private sector hospitals are driven by the purpose of earning profits which they expect to rise over time. Hospitals achieve this in a variety of ways, one of which is by raising morale of the healthcare personnels.

Employee morale, as evidenced by the quality of work performed to date, specifically the number of employees absent is expected to continue to decrease and the number of working days is expected to continue increasing and stable, but the actual reality is sometimes different, employee organizational commitment is demonstrated through employee loyalty to the company in accordance with the organization's goals. Employee morale is affected by the organization's commitment towards employees and vice versa.

Employee Morale is basically something individual. Each individual has a different level of morale which varies according to the value system that is applicable.

Organizational Commitment has been widely defined as identification and involvement with the organization centering on firstly, believing in the organization's values and goals, secondly, exerting effort on behalf of the organization, and thirdly, a desire to remain with the organization (Mowday, Steers, & Porter, 1979).

Major variables included the three-factor organizational commitment scale- affective commitment, normative commitment, and continuance commitment of intention to quit scale. In summary, Meyer and Allen contend that employees with high affective commitment stay because they want to, those with high normative commitment stay because they believe they should, and those with high continuance commitment stay because they have to (Allen & Meyer, 1990; Burke's, 1991).

## Review of Literature

### Employee Morale

Morale is the ability to do work more vigorously by reducing mistakes, thickening the sense of responsibility, and completing tasks on time according to a predetermined plan (Zainudin, 2007). Meanwhile, morale can also be defined as the ability of a group to work together vigorously and sensibly, to pursue common goals (Tohardi, 2002).

### Organizational Commitment

A case where a person wants to stay a member of the organization and supports it and its objectives (Robbins and Judge, 2015). Organizational Commitment can be defined as "a condition in which an employee takes sides in a specific organization and his goals and desires to maintain membership in the organization." (Indra Khari, 2010).

### Employee Morale vs Organizational Commitment

Numerous studies have demonstrated a correlation between organizational commitment and employee morale. These studies include those by Fatimah et al. (2015), Devi and Vijayakumar (2016), Rehatta (2016), Darmawan and Wibawa (2019), Koto and Saputra (2021). Their findings indicate that organizational commitment positively affects

employee morale. One research conducted concluded the result that organizational commitment has no effect on morale (Wardimansyah and Wulandari, 2020).

In an effort to increase the commitment of its employees at work, the organization should strive to improve the power and passion of employees by boosting the morale of the employees.

Year	Paper Title	Author	Findings
2019	Impact of Employee Morale on Organizational Success	Arvind Mallik, Lakshmi Mallik, Keerthi DS	Employee morale acts as a psychological factor which results in positive behaviour of the employees which totally results in overall effective performance, to drive their organizations to next level.

### Rationale

Employee Morale plays a critical role on Organizational Commitment; healthcare industry is no exception to it. The rationale behind this research is the need to explore the effect of employee morale on organizational commitment of healthcare personnel. Based on review of literature, a gap between the existing body of knowledge and the present research work was observed, hence, undertaking of research paper stands justified.

### Research Problem

There is a problem in exploring the effects of employee morale on organizational commitment of healthcare personnel.

### Objective

To Explore the Effects of Employee Morale on Organizational Commitment of Healthcare Personnels.

### Methodology

#### The Study

The study has the objective to explore the effects of employee morale on organizational commitment of healthcare personnel.

#### Method of Data Collection

The data collection method used was the Secondary Method.

## Discussion

The outcomes of this research have provided insight into the effects of employee morale on organizational commitment. However, the results should be interpreted with caution due to the limitations of the current research. The limitations and potential consequences of the topic are discussed, as well as the implications for the interpretation of the results.

## Conclusion

The opportunities and challenges are ever changing with time and technology and for every single aspect, the opportunity and challenges are different even in the context of healthcare industry while keeping pace with the developing technology and methods. The overcoming of obstacles will improve the employee morale. The effect of employee morale on organizational commitment will receive observation based on the review of literature and the associated ideas to overcome its challenges. If the sector will focus on implementing the changes required to improve employee morale, then it will positively impact the organizational commitment.

## Suggestion

Further studies may be undertaken on this subject as there are a very few studies conducted for the sector of healthcare.

## Implication

Employee Morale and Organizational Commitment has a linkage. Adoption of techniques to boost morale of healthcare personnel is possible and it will lead to improved organizational commitment. The healthcare industry is supposed to be benefitted by such boost. Adoption of such techniques is likely to improve employee morale as well as organizational commitment especially in the health care industry.

## Limitations

The major limitation of this research was the lack of relevant research over the sector of healthcare.

## Scope of Further Research

The scope for further research on this topic exists and is wide because there is very few research based on this topic. Deep and detailed study may further be conducted on sub sectors of health care industry by providing specific solutions to the sub sectors.

Further researches can be conducted over the decision process that determines whether work interferes with family or family interferes with work.

As this is a research based upon secondary method, it required no grant or funding. The population being subject of the topic is the personnel employed in the healthcare sector.

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