

A Study on Personnel Commitment Factors in Chamran Hospitals

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Successful and effective presence in regional and global markets along with optimal use of available utilities and proper utilization of new sources for offering desirable services based on customer satisfaction is inevitable. Commitment has a significant role in offering optimal services. Offering high quality job and desirable services to the customers are personnel's commitment. Thus, Shiraz Chamran Hospital which is affiliated with Shiraz Medical School and is one of the orthopedic poles in southern Iran was studied. This hospital has 750 personnel and physicians which a sample of 200 of them were chosen as the statistic society for a 5 month period from June to November 2009.

Main variables in this decision are: responsibility and responsiveness, job security, team work, task autonomy, gradation opportunity, information sharing, payments and commitment. The study approach is descriptive-correlative. With applied and segmental nature of the tests and statistic analysis, the 7 hypotheses were approved with 95% of certainty.

Keywords: commitment, information sharing, responsibility and responsiveness, job security, task autonomy

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Introduction

Production quality is one the key indexes in industry and productive sectors. (Womack et al, 1990)

Although Taylor old view believes that the production quality in so-called high-performance companies is mostly planned and designed by specialists and engineers, workers in lower and executive level have the most significant role in quality improvement. (Koike and Inkoi, 1990; Ohn 1980)

Considering the new theories which are the results of changes in structures, goals, organizational activities complexion, technology and information in global competitions, quality management is going to have problems with the reduction of workers in job markets.

Problem Definition

One of the hidden but effective factors in occupation behavior of personnel is their commitment extent. Commitment consideration in human resource is important in both state and private sectors.

Organizational commitment is a mental state which indicates the tendency and commitment to occupation in an organization. The general view of an individual towards their job is called organizational commitment. This view reflects the amount to which an individual could be recognized by their company and to which extent they belong to that. This research attempts to seek solutions to make organizations create an environment which believes and processes the qualitative commitment.

The following study recognizes two sets of effective factors in qualitative commitment:

1. Internal inciting factors
2. External inciting factors (inspiration and reward)

Research Goals

Considering that all efforts in quality commitment in organizations are to improve the preservation of quality, customers and personnel satisfaction and engagement of all personnel in all parts of a organization in a team work, all roles in an organization are of importance.

General Goal

- Study of the effective factors on personnel's commitment in Shiraz Chamran Hospital

Specific Goals

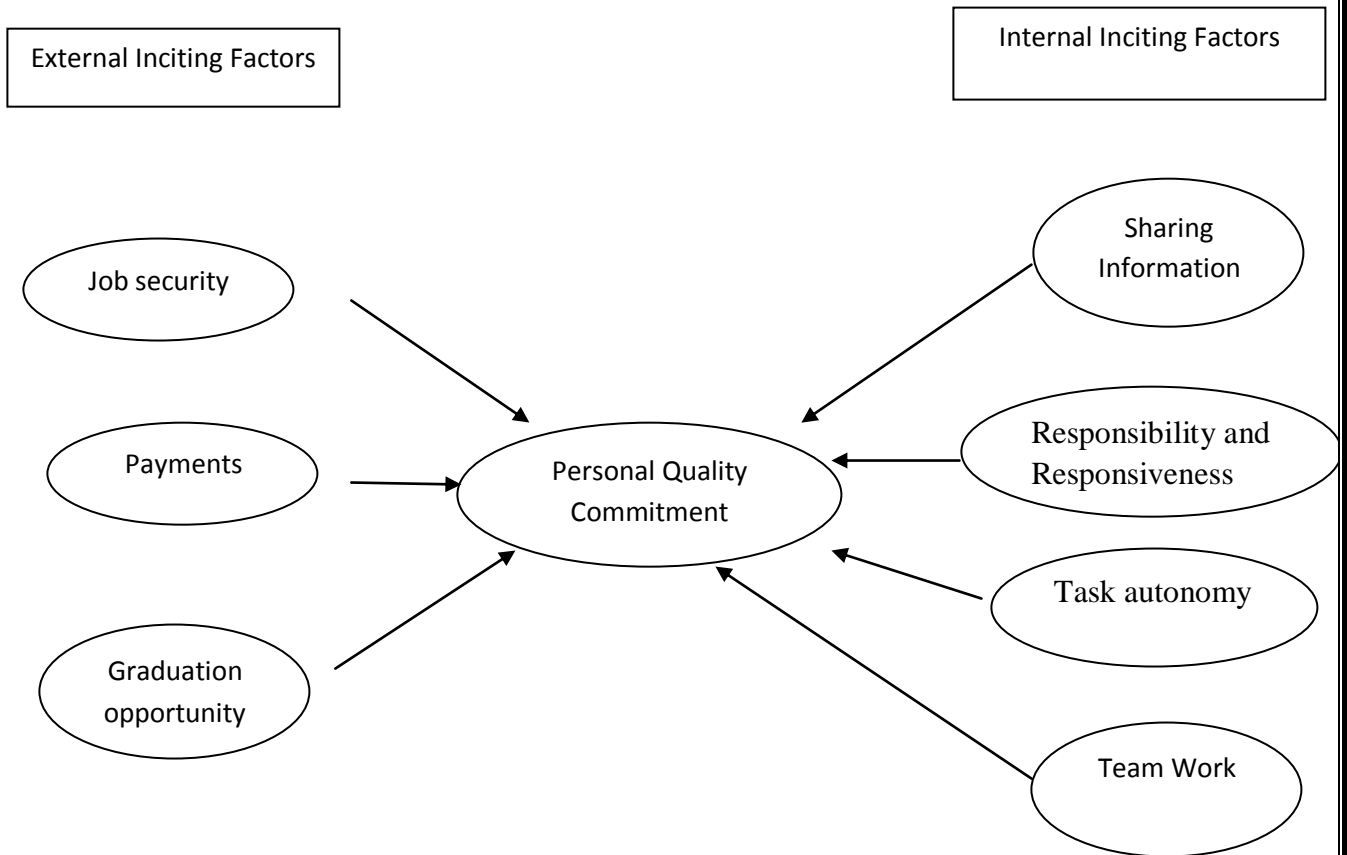
- Study of the relation between Team work and personnel's commitment Shiraz Chamran Hospital
- Study of the relation between job security and personnel's commitment Shiraz Chamran Hospital
- Study of the relation between personnel payments and personnel's commitment Shiraz Chamran Hospital
- Study of the relation between responsibility and responsiveness and personnel's commitment Shiraz Chamran Hospital
- Study of the relation between information sharing and quality commitment and personnel's commitment Shiraz Chamran Hospital
- Study of the relation between gradation opportunity and quality commitment and personnel's commitment Shiraz Chamran Hospital

Research Hypotheses

- First Hypothesis: Task autonomy has a direct and positive effect on personnel's quality commitment
- Second Hypothesis: Gradation opportunity has a direct and positive effect on personnel's quality commitment
- Third Hypothesis: Information sharing has a direct and positive effect on personnel's quality commitment
- Fourth Hypothesis: Personnel responsibility and responsiveness has a direct and positive effect on personnel's quality commitment

- Fifth Hypothesis: Personnel payments has a direct and positive effect on personnel's quality commitment
- Sixth Hypothesis: Job security has a direct and positive effect on personnel's quality commitment
- Seventh Hypothesis: Team work has a direct and positive effect on personnel's quality commitment

Research Model



(Jiman Lee and Peccei, 2006; 12)

Research Variables

<i>Hypothesis</i>	<i>Independent Variable</i>	<i>Dependant Variable</i>
First	Task Autonomy	Personnel's Quality Commitment
Second	Gradation Opportunity	Personnel's Quality Commitment
Third	Information Sharing	Personnel's Quality Commitment
Fourth	Personnel Responsibility And Responsiveness	Personnel's Quality Commitment
Fifth	Payments	Personnel's Quality Commitment
Sixth	Job Security	Personnel's Quality Commitment
Seventh	Team Work	Personnel's Quality Commitment

Research Variables operating Definitions

Quality Commitment: The extent to which an individual has the tendency to work in an organization

Task Autonomy: The extent to which an individual has the opportunity to be free, have personal rights and hand

Responsibility and Responsiveness: The extent to which the management responses to the personnel task autonomy

Job Security: The feelings that an individual has towards the organization and thinks that they can work in the organization without the fear of getting fired (Soltani, 2000-2007)

Information Sharing: The information and knowledge exchange between individuals in an organization and deficiencies correction

Gradation Opportunity: Personnel improving through education

Payment: The fiscal and non-fiscal grants an organization has for its personnel

Data Analysis by Descriptive Statistics Usage

Table 1: Age

Variance	Standard Deviation	Average	Max	Min	Number
62.17	7.88	32.43	55	22	200

Table 2: Sex

Female	58	27.6	100
Male	142	72.4	72.4
Total	200	100	

Table 3: Frequency Distribution Sample Based on Marriage Status

	Frequency	Percentage	Total Percentage	Frequency
Married	119	60.7	60.7	
Single	81	39.3	100	
Total	200	100		

Table 4: Education

	Frequency	Percentage	Total Percentage	Frequency
Wo Diploma	2	1	1	
Diploma	37	18.9	19.9	
A.A.	39	19.9	39.8	
Bs.Ba	104	53.1	92.9	
M.a.M.s	5	2.6	95.4	
Phd.Md	9	4.6		
Total	200	100	100	

Table 5: Work Background

	Number	Min	Max	Average	Standard Deviation	Variance
Work Background	200	1	30	8.15	7.04	49.65

Table 6: Frequency Distribution Sample Based on Employment Status

	Frequency	Percentage	Total Frequency Percentage
Official	82	41.8	41.8
Contractive	58	29.6	71.4
Others	60	28.6	
Total	200	100	100

Table 7:

Pierson Correlation Coefficient Test Results for the Relation between Task Autonomy and Personal Commitment

First Hypothesis:

Task Autonomy	Personal Commitment	Quality
	Correlation Percentage	0.411
	Sig	0
	Number	200

Table 8: Pierson Correlation Coefficient Test Results for the Relation between Personnel Gradation and Personal Commitment

Second Hypothesis:

Personnel Gradation	Personal Commitment	Quality
	Correlation Percentage	0.256
	Sig	0
	Number	200

Table 9: Pierson Correlation Coefficient Test Results for the Relation between Information sharing and Personal Commitment

Third Hypothesis:

Information sharing		Personal Commitment	Quality
	Correlation Percentage	0.308	
	Sig	0	
	Number	200	

Table 10: Pierson Correlation Coefficient Test Results for the Relation between Responsibility and Responsiveness and Personal Commitment

Fourth Hypothesis:

Responsibility and Responsiveness		Personal Commitment	Quality
	Correlation Percentage	0.601	
	Sig	0	
	Number	200	

Table 11: Pierson Correlation Coefficient Test Results for the Relation between personnel Payments and Personal Commitment

Fifth Hypothesis:

personnel Payments		Personal Commitment	Quality
	Correlation Percentage	0.28	
	Sig	0	
	Number	200	

Table 12: Pierson Correlation Coefficient Test Results for the Relation between Job security and Personal Commitment

Sixth Hypothesis:

Job security	Personal Commitment	Quality
	Correlation Percentage	0.312
	Sig	0
	Number	200

Table 13: Pierson Correlation Coefficient Test Results for the Relation between Team Work and Personal Commitment

Seventh Hypothesis:

Team Work	Personal Commitment	Quality
	Correlation Percentage	0.609
	Sig	0
	Number	200

Hypotheses	Variable Type	Correlation Coefficient	Results
First	Task Autonomy- Quality Commitment	30.411	Positive Direct Significant
Second	Gradation Opportunity- Quality Commitment	70.265	Positive Direct Significant
Third	Information Sharing- Quality Commitment	50.308	Positive Direct Significant
Fourth	Responsibility and Responsive - Quality Commitment	20.601	Positive Direct Significant
Fifth	Personnel Payments- Quality Commitment	60.280	Positive Direct Significant
Sixth	Job Security- Quality Commitment	40.313	Positive Direct Significant
Seventh	Team work- Quality Commitment	10.609	Positive Direct Significant

Comparison with the Research Model:

Model	B	T-test	Sig	Tolerance	Variance Inflation Factor
Constant Value	4.959	3.909	0		
Task Autonomy	.284	3.0909	.002	.803	1.482
Information Sharing	.254	4.291	0	.742	1.845
Responsibility and Responsive	.354	3.649	0	.886	1.705
Job Security	.097	2.305	.022	.627	1.595
Team Work	.369	2.824	.005	.787	1.053

The Best Model

$$\hat{c} = 4.959 + 0.284(Ta) + 0.254(Is) + 0.354(R) + 0.097(Js) + 0.396(Tw)$$

Conclusion and Suggestions

✓ **Based on Descriptive Statistics:**

- A high percentage of personnel have a high education. If strategies like short-term trainings are obtained, personnel's uptake will be higher and the commitment will increase.

✓ **Based on Deductive Statistics:**

- There is a direct and positive significant relation between the two variables of task autonomy and personnel quality commitment
- There is a direct and positive significant relation between the two variables of responsibility and responsiveness and personnel quality commitment. It means personnel are committed and they have accepted responsiveness. It is suggested that the management grant more rights to personnel and some reporting sessions should be held.

- There is a direct and positive significant relation between the two variables of personnel payments and personnel quality commitment. It is suggested that the payments increases so that the individual's concerns are decreases.
- There is a direct and positive significant relation between the two variables of job security and personnel quality commitment. It is deducted that personnel try to increase their efforts and increase the services offered to the patients, so that the management can't substitute or fire them.
- There is a direct and positive significant relation between the two variables of team work and personnel quality commitment. Management can increase the interaction by forming official groups and supporting unofficial groups.

Suggestions:

- Forming an organizational cultural foundation based on quality
- Forming a communicative and unlimited team in the hospital
- Short-term training for personnel
- Inspiring personnel to participate in team works
- Suggestion system usage for utilization of personnel's and clients' ideas

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