THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: THE CASE OF HOSPITAL EMPLOYEES

Metin KAPLAN*, Emine OGUT**, Asli KAPLAN*** and Kadir AKSAY****

Abstract: Organizational commitment is crucial to hospitals due to the critical role that employees play in the provision of healthcare services. In this study, we investigate 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 show that job satisfaction had 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 made.

Key words: Job satisfaction, Organizational commitment, Healthcare services, Organizational behavior

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 crucial prominence. Since the output of services basically depend 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. In this frame, 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.

2. Job Satisfaction

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” (Vandenabeele, 2009: 14). Another definition regarding job satisfaction is “the degree to which employees have a positive affective orientation toward employment by the organization” (Buchko et al., 1998: 111).

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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: 274). Job satisfaction is an antecedent of organizational commitment (Van Scotter, 2000: 83). The more employees are satisfied with their job, the more they have commitment to organizations.

3. Organizational Commitment

Employee commitment refers to the psychological attachment of workers to their workplaces (Becker et al., 1996: 464). According to Balfour and Wechsler (1996: 257), organizational commitment 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: 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 based on the affective, normative and continuance commitment of Meyer and Allen (1997: 11-13).

3.1. Affective Commitment

Affective commitment refers to the employee’s emotional attachment to, identification with, and involvement in the organization (Allen and Meyer, 1990: 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 et al., 2008: 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: 646). Individuals with a high level of affective commitment continue to work for an organization because they want to (Meyer and Allen, 1997: 11).

Affective commitment develops 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: 526).

3.2. Normative Commitment

Normative commitment was defined as an obligation to remain with an organization (Buchko et al., 1998: 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: 86).

### 3.3. Continuance Commitment

Continuance commitment was defined as the perceived cost associated with leaving an organization (Buchko et al., 1998: 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: 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 et al., 1994: 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: 83).

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

There have been few studies which have demonstrated the relationship between job satisfaction and organizational 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 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. On the other hand, a study conducted by Tsai et al. (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 et al., (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\textsubscript{1}:** There is a positive relationship between job satisfaction and affective commitment.

**H\textsubscript{2}:** There is a positive relationship between job satisfaction and normative commitment.

**H\textsubscript{3}:** There is a negative relationship between job satisfaction and continuance commitment.

4. Methodology

4.1. Sample

The sampling consists of employees in pay hospitals in Konya city, Turkey. 10 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%).

4.2. Measures

A questionnaire was structured to gather primary data from employees in pay 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 to the extent 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).

5. Research Findings and Discussion

Table 1 reports means, standard deviations, correlations among variables, and Cronbach’s alpha coefficients.

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

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job Satisfaction</td>
<td>3.68</td>
<td>0.60</td>
<td>(0.91)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Affective commitment</td>
<td>3.56</td>
<td>0.82</td>
<td>.341**</td>
<td>(0.90)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Normative commitment</td>
<td>3.09</td>
<td>0.81</td>
<td>.271**</td>
<td>.197**</td>
<td>(0.82)</td>
<td></td>
</tr>
<tr>
<td>4. Continuance commitment</td>
<td>2.91</td>
<td>0.66</td>
<td>-.034</td>
<td>.233**</td>
<td>.140**</td>
<td>(0.75)</td>
</tr>
</tbody>
</table>

**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 H1. Also, job satisfaction was positively related to normative commitment. Namely, H2 was supported. In this frame, these results were consistent with the study results of Silva (2006), Buchko et al., (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, H3 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**

<table>
<thead>
<tr>
<th>Dependent Variables</th>
<th>R</th>
<th>R²</th>
<th>F</th>
<th>Beta</th>
<th>Std. Error</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Commitment</td>
<td>0.341</td>
<td>0.117</td>
<td>47.507</td>
<td>0.341</td>
<td>0.068</td>
<td>6.893</td>
<td>0.000</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>0.271</td>
<td>0.073</td>
<td>28.558</td>
<td>0.271</td>
<td>0.069</td>
<td>5.344</td>
<td>0.000</td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td>0.034</td>
<td>0.001</td>
<td>0.410</td>
<td>-0.034</td>
<td>0.058</td>
<td>-0.641</td>
<td>0.522</td>
</tr>
</tbody>
</table>

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 ($\beta= 0.341$; $t= 6.893$; $p= 0.00$). Namely, job satisfaction were found to significantly predict of normative commitment ($R^2=0.073$; $\beta= 0.271$; $t= 5.344$; $p= 0.00$). 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). On the other hand, it is found out that job satisfaction had no effect on continuance commitment ($p= 0.522>0.05$).
The following suggestions can be offered for job satisfaction in order to increase organizational commitment level of hospital businesses 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 hospitals around the world, 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.
References


