



Thiruvithancode - 629 174, Kanyakumari District

CO COI 500  
Reg. No. 629/2013

PG AND RESEARCH DEPARTMENT OF COMMERCE

National Conference on Human Resource Management - An Inventive Approach

Certificate

This is to certify that ~~Dr/Mr/Ms~~ <sup>✓</sup> Ms H. SABEENA FARVEEN, ASSISTANT PROFESSOR,  
DEPARTMENT OF COMMERCE, MUSLIM ARTS COLLEGE, THIRUVITHANCODE,  
has actively participated in the One Day National Conference on "Human Resource Management - An Inventive Approach"  
organised by the PG and Research Department of Commerce, Muslim Arts College, Thiruvithancode held on 12<sup>th</sup> February  
2019. He/She has presented a paper titled THE RELATIONSHIP BETWEEN ORGANIZATIONAL  
COMMITMENT AND JOB SATISFACTION OF HEALTH CARE PROFESSIONALS

  
Man Dr. M. MOHAMED ALI  
Secretary and Correspondent

  
Dr. G. EDWIN SHEELA  
Principal

  
Dr. M.P. ASHA KUMARI  
Head and Convenor

# HUMAN RESOURCE MANAGEMENT PRACTICES - AN INVENTIVE APPROACH

Dr. M. P. Asha Kumari  
Dr. H. Sabeena Farveen



Copyright © 2019 by B-DIGEST Publications

All rights reserved.

Reproduction or translation of any part of this book by any means without prior permission from the publisher is unlawful. Requests for permission or further information should be addressed to the publisher.

Rs. : 400/-

ISBN : 978-93-84734-70-1

Published by  
B-DIGEST Publications  
18/7, Devasahayam Street,  
Nagercoil, Kanyakumari District,  
Tamilnadu - 629 001. [www.bdigest.in](http://www.bdigest.in)  
e-mail : [bdigestpublications@gmail.com](mailto:bdigestpublications@gmail.com)

Printed by  
Wimaxx  
38, Bethesda Complex,  
W.C.C. Road, Nagercoil - 629 001.

11	<i>Challenges and Issues in Human Resource Management</i> B. Anitha and Dr. D. Deeptha Jeya Merlin	79
12	<i>A Study on Human Resource Management Practices - An Invenive Approach</i> Shasheela Rani. A	87
13	<i>The Emerging Challenges in HRM</i> S. Naya Rethina Bala Kumari, A.S Jenitta and A. Vithra	95
14	<i>A Study on the Job Satisfaction of Higher Secondary School Teachers in Trivandrum District</i> Anu. B and Dr. M.P. Asha Kumari	101
15	<i>Employees' Perception towards Menstrual Leave special reference to IT Employees in Kochi</i> Shanitha Kishor and Dr. A. Safia	111
16	<i>A Study on Stress Factors among the college students in Kanyakumari District</i> Anandhana Vargheese and Dr. S. Shiny	118
17	<i>The Relationship between Organizational Commitment and Job Satisfaction of Health Care Professionals</i> Lekshmi Priya L and Dr. H.Sabeena Farveen ✓	127
18	<i>A Study on the Effectiveness of Quality Work Life among the Employees in Mima, Thrissur Dairy.</i> Leya Gilbert and Dr. M.P. Asha Kumari	135
19	<i>A Study on Performance Appraisal of Employees in Kitex, Kizhakkambalam</i> Ariya. A and Dr. H.Sabeena Farveen	146
20	<i>Work-Life Balance on Performance of Employees in the Organisations</i> Syed Ali Rizwana. M, Suji. R and Christeena. C.S	156

# THE RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT AND JOB SATISFACTION OF HEALTH CARE PROFESSIONALS

*Lekshmi Priya\* L& Dr. H.Sabeena Farveen\*\**

*\*M.Phil Scholar, P.G & Research Department of Commerce,  
Muslim Arts College, Thiruvitancode*

*\*\*Assistant Professor of Commerce, P.G & Research  
Department of Commerce, Muslim Arts College, Thiruvitancode*

## *Abstract*

*Job satisfaction and organisational commitment are two of the most researched organisational behaviour constructs. Job satisfaction and organizational commitment are the positive behaviors of employee. The purpose of this study is to examine the overall level of job satisfaction of employees and to examine the relationship between components of organizational commitment and job satisfaction among healthcare professionals. The results of the research revealed that job satisfaction and organizational commitment significantly correlated with healthcare's organizational performance. Job satisfaction and organizational commitment had a significant impact on the organizational performance of healthcare.*

*[Keywords: organisational commitment, Job satisfaction, organizational performance]*

## **INTRODUCTION**

In this complex and dynamic business environment, organizations pay more attention on to develop job satisfaction and organizational commitment among their employees in order to retain them and at the same time to be more productive. Issues such as high

turnover rate, absenteeism, role conflict, job stress, burnout etc. posing challenges for the organizations which are due to lack of satisfaction and commitment among employees. Besides the managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, productivity, and decreased turnover and absenteeism at both individual and organizational levels (Fiorita et al., 2007). An employee who is satisfied with his job would perform his duties well and committed to his job, and subsequently to his organization. Thus, of most importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect performance of the organization as well.

### OBJECTIVE

- ♦ To study the impact of demographic factors in organizational commitment
- ♦ To examine the overall level of job satisfaction of employees
- ♦ To determine the relationship between organizational commitment and job satisfaction

### LITERATURE REVIEW

Organizational commitment is one of the most important organizational concepts that have widely been examined in management literature due to its significance for organizational performance and effectiveness. Organizational commitment is generally confined to the degree to which an employee is loyal to their organization. Organizational commitment was found to have significant relationship with turnover, productivity and satisfaction (Mathieu and Hamel, 1989).

Meyer and Allen (1994) state that organizational commitment is a psychological state that characterizes the employee's relationship

with the organization and has implications for the decision to continue membership in the organization. Other scholars use similar definitions that refer to an employee's attachment, goal congruency, identification, loyalty and allegiance to their organization.

Luthans (1998) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. It is the outcome of employee's perception of how well their job fulfills their needs that they view as important.

According to Evan (2001) job satisfaction is a feeling resulted from an individual's degree of perception about the fulfillment of his/her needs. Job satisfaction serves as an intervening variable to the relationship between co-workers' relationship and organizational commitment (Lin and Lin, 2011).

Ilhami (2012) suggested that high levels of job satisfaction results in higher commitment. Extrinsic, intrinsic and general satisfaction is found to be related to organizational commitment (Samavi, 2011; Hashmi and Naqvi, 2012).

### RESEARCH METHODOLOGY

#### Sample size

Sample for the present study consisted of the 100 Doctors, Nurses and other Staff drawn from 20 Hospitals and nursing homes. The simple random sampling technique was used to select the sample.

#### Tools of data collection

The data is collected by using the primary source i.e. Questionnaire and secondary source as well.

## DATA ANALYSIS

Table 1: Profile of the respondents

Respondent's profile	Categories	Frequency	Percent %
Age	Below 30 years	12	12
	30-40 years	26	26
	40-50 years	34	34
	More than 50 years	28	28
Gender	Male	46	46
	Female	54	54
Marital Status	Unmarried	23	23
	Married	77	77
Designation	Doctor	15	15
	Head/ Assistant/Staff Nurse	48	48
	Staff (General Duty)	23	23
	Other Officials	14	14
Work Experience	Below 5 years	9	9
	5-10 years	24	24
	10-15 years	21	21
	15-20 years	14	14
	More than 20 years	32	32

The majority of the respondents were females (54%) and 46% are male. About 77% of the respondents were married with the age ranges between 40 and more. The majority of the respondents were nurses (48%) with work experience of more than 20 years.

Hypothesis II

Testing whether the level of jobsatisfaction of employeesan influencing factor in organistional commitment

H0: There is goodness of fit between observed frequencies and expected frequencies

Opinion	Frequency
Highly Satisfied	36
Satisfied	28
Neutral	21
Dissatisfied	15
Total	100

Expected frequencies are taken as uniform. E values are all 25[100/4]

Table 2: Level of satisfaction

Computation of X2 Values

O	E	[O-E] <sup>2</sup>	[O-E] <sup>2</sup> /E
36	25	121	4.84
28	25	9	0.36
21	25	16	0.64
15	25	100	4
100	100		9.84

$\chi^2 = \sum \frac{[O-E]^2}{E} = 9.84/25 = 0.3936$

Degree of freedom IS  $n-r-1=4-0-1=3$  Level of significance =.05

Table value= 7.815      Calculated value = .3936

Since the calculated value is less than the table value, we accept the hypothesis that there is no goodness of fit between observed value and expected value. That is, the level of job satisfaction is a influencing factor of organizational commitment

**Hypothesis III**

*There is a significant relationship between Organisational Commitment and dimensions of Job Satisfaction*

**Table 3: Dimensions of Job Satisfaction**

Opinion	Compensation	Working Condition	Total
Highly satisfied/	45	37	82
Neutral/ Dissatisfied	13	5	18
	58	42	100

- ♦ Let us take the null hypothesis [H0] that the compensation and working condition are dependent
- ♦ Let us take the alternative hypothesis [H1] that the compensation and working condition are independent.

**Computation of Expected Values**

Opinion	A[Compensation]	D[working condition]	Total
B[Highly satisfied/ satisfied]	47.56	34.44	82
C[Neutral/ Dissatisfied]	10.44	7.56	18
	58	42	100

$AB = 58 * 82 / 100 = 47.56 \dots$

**Computation of X2 Values**

O	W	[O-E]2	[O-E]2/E
45	47.56	6.5536	0.137
37	34.44	6.5536	0.19
13	10.44	6.5536	0.627
5	7.56	6.5536	0.867
			X2=1.820

$X^2 = \sum [O-E]^2 / E = 1.820$

Degree of freedom is 1 Level of significance = .05

Table value of  $X^2$  is 3.841. The calculated value of  $X^2$  is 1.820. Since the C.V is less than the table value. The null hypothesis is rejected. Hence we conclude that the compensation and working condition of the employees is a dependent factor of organisational commitment.

### FINDINGS

- ◆ The majority of the respondents were females (54%) and 46% are male.
- ◆ About 77% of the respondents were married with the age ranges between 40 and more
- ◆ The majority of the respondents were nurses (48%) with work experience of more than 20 years
- ◆ The level of job satisfaction is a influencing factor of organizational commitment
- ◆ The compensation and working condition of the employees is a dependent factor of organisational commitment

### SUGGESTIONS

- ◆ To enlarge the study with large sample size, consider into other industries by inspect the relationship of organizational commitment and job satisfaction
- ◆ To explore the role and impact of human resource management practices (HRM) on organizational commitment and job satisfaction among employees
- ◆ To study the other factors that influencing in organisational commitment like affective, normative, and continuance commitment

### CONCLUSION

Job satisfaction refers to a sense of fulfillment, gratification, or contentment that develops as a result of working in a specific job.

Organizational commitment refers to the attitude that leads an employee to feel connected to the organization. The conclusion of the study is that there is a strong positive relationship between organizational commitment and job satisfaction. Remuneration and working conditions provided in the organization for employees is found positively related to organizational commitment.

## REFERENCES

- 1 Armstrong, M., 2006, 'Human resource management: A case of the emperor's new clothes', *Personnel Management* 4, 23-35.
- 2 Allen, N., & Meyer, J. (1990). Organizational Socialization Tactics: A Longitudinal Analysis of Links to Newcomer Commitment and Role Orientation. *The Academy of Management Journal*, 33(4), 847-58.
- 3 Green, J. (2000). Job Satisfaction of Community College Chairpersons, Doctoral Dissertation, Virginia Polytechnic Institute and State University..
- 4 Ting, Y. (1996): "Analysis of Job Satisfaction of the Federal White-Collar Work Force: Findings from the Survey of Federal Employees", *American Review of Public Administration* Vol.26(4): 439-456
- 5 Goulet, L. R., & Frank, M. L. (2002). Organizational commitment across three sectors: Public, non-profit, and profit. *Public Personnel Management*, 31(2), 201-210.