

## Factors Affecting Organizational Commitment on Shahid Tabatabai Baghmalek Hospital in 2014 Based on Allen and Meyer

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### Abstract:

*Background: This study aimed to investigate the factors influencing organizational commitment Shahid Tabatabai Baghmalek hospital in 2014 by Allen and Meyer's model.*

*Methods: This study is based on the target application. On the other hand, the nature and method is correlational way. The study included all medical and non-medical staff at Tabatabai hospital 2014 Baghmalek who is working and they are about 213 people. A sample of 152 patients was assessed and Cochran formula was used. Data collection included two questionnaires, one job motivation of Herzberg and the other one organizational commitment questionnaire of Meyer and Allen (1984). Both descriptive data (mean  $\pm$  SD) and illation statistics (Pearson correlation and regression) were analyzed.*

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*Results: Results indicated there is a positive relationship between health factors and components of organizational commitment (affective commitment, normative commitment and continuous) (affective commitment, normative commitment and continuous).*

**Key words:** health factors, motivational factors, organizational commitment, hospital.

## **Introduction**

Organizations in today's competitive environment should be run with amazing developments. In such situations, managers have little opportunity to control the main functions of everyday people do not have to be responsible for their employees. When people cannot deal well with their duties of skill, knowledge and skills are necessary tools in this field is to help managers to empowerment process. [1] On the other hand efficacy man power is a major indicator of an organization than others. So human resources capable and committed to the organization while reducing absenteeism, delays and displacements caused a dramatic increase in performance, joyful spirit is manifesting staff noble objectives and the achievement of the objectives of the individual. Paying attention to human resources in health organizations is really important, which led to the organization's goal is to facilitate access to health promotion and health. Labor forces in these organizations are medical and non-medical staff. Unfortunately, therapy or other medical personnel often overlooked and marginalized in the care and often feel they are weak in their work environment. Working in a hospital environment in a manner that is deemed obscene thinking and intellectual independence Follow the instructions and encourage obedience and this is one of the causes of failure in leadership personnel. Information unquestionable although the rotation is effective for independence and creativity in

solving the problem fails. To solve this problem and develop effective strategies should empower enjoying very impressive. Due to the major characteristics of superiority of one organization to the other one efficient is manpower.

Emphasis on effective and efficient manpower in the health sector, too, is rising so the only sustainable competitive advantage for any organization (including health care), and their role in the success of any organization is its people that is possible through empowerment and commitment of staff time. [2] Researchers describe commitment as an important variable in understanding the behavior of their employees. Studies have shown that organizational commitment, employee performance, including organizational outputs of turnover, sales and profitability of the organization and the employee absenteeism is touched. Therefore, organizational commitment, increased productivity and reduced turnover in the organization and affects the performance of employees to increase productivity, improve service delivery and increase the quality of services. High level of organizational commitment reflects the goals and values of the organization and employees engaged employees are more willing to accept the changes. [3] Motivation, is a general term that is common ground between needs, knowledge and excitement to indicate that any of these strong internal process that guides behavior. The difference between motivation and need for cognition or emotion solely concerned with the analysis; general or specific. For example, needs, knowledge and motivation are specific types of Emotions Many factors leading to hospital staff organizational commitment as individual factors, occupational factors, organizational factors and factors could be cross organizational commitment affect the hospital. With regard to the concept of organizational commitment and identification of factors associated with it and provide measures such as job security, pay and selection, training, reducing differences in status and information sharing

can improve organizational commitment. This study seeks to answer the following question: Is there a significant relationship between organizational commitment and job motivation?

## **Materials and methods**

The study is based on target application. On the other hand, the nature and method, is correlational. This hospital is Tabatabai hospital in Baghmalek. All medical and non medical staff at the hospital 2014 who are working are included and they are about 213 people. Sampling in this study is simple. Cochran formula is used to determine the sample size. Data collection included two questionnaires, one job Herzberg motivation questionnaire, the questionnaire by Dunnett et al in 1996 in Herzberg two-factor theory is provided. The questionnaire was designed based on Herzberg's theory of reliability / 96. . In our country by Abdolkarimi with guiding Alagheband (1998) Pilot and reliability is / 86. (Sufi Rezai et al., 2013: 36). Another organizational commitment scale questionnaire by Meyer and Allen (1984) and Allen and Meyer (1990, quoted by Samii, 1996) was made by sugar now (1996) was translated into Persian. The scale consisted of 24 females and three subscales affective commitment, continuance commitment and normative commitment. Samii research the validity of all females Fluctuated between 17 /. And 71 /.. The reliability of the research Tafr et al reported (2012), 91 /. [5]

## **Results**

***First hypothesis:*** there is a relationship between the theory of Herzberg's motivational and affective commitment on Baghmalek Tabatabai hospital staff. (Ho: there is no

relationship Herzberg's theory of motivation and emotional commitment of employees.)

**Table 1 shows the correlation between Herzberg's theory of motivation and emotional commitment of employees**

Variables tested	Pearson correlation	SIG	Replies numbers	Results
Motivational and emotional commitment of employees	0.643	0.000	148	There is a relationship

According to the calculated results of Pearson correlation test in the above table and there is significance relationship between two variables Herzberg's theory of motivation and emotional commitment of employees, the amount is 643 /. There is a direct relationship between moderate. () The null hypothesis is rejected. Be acknowledged that the improvement of employees' motivation and emotional commitment increases.

**The second hypothesis:** there is a relationship between theory of Herzberg's motivation and commitment to continuing professional Baghmalek Tabatabai hospital staff. (Ho: there is no relationship Between Herzberg's theory of motivation and commitment to continuing professional.)

**Table 2 shows the correlation between Herzberg's theory of motivation and commitment to continuing professional**

Variables tested	Pearson correlation	SIG	Replies numbers	results
Herzberg's theory of motivation and commitment to continuing professional	0.623	0.000	148	There is a relationship

According to calculated results of the Pearson correlation test in the table above there is significance relationship between two variables Herzberg's theory of motivation and sustained

commitment of employees, the amount is 623 /. There is a direct relationship between moderate. () The null hypothesis is rejected. Be acknowledged that the improvement of Herzberg's theory of motivation, commitment and continual staff increases.

**The third hypothesis:** there is relationship between theory of Herzberg's motivational factors and normative commitment Baghmalek Tabatabai hospital staff there. (Ho: there is no relationship between Herzberg's theory of motivation and commitment of the staff.)

**Table 3 shows the correlation between Herzberg's motivational theory and normative commitment of staff**

Variables tested	Pearson correlation	SIG	Replies numbers	Results
Herzberg's theory of motivation and commitment of staff normative	0.615	0.000	148	There is a relationship

According to the calculated results of the Pearson correlation test and the table top, there is a significance relationship between two variable factors Herzberg motivation theory and normative commitment of employees, the amount is 615 /. There is a direct relationship between moderate. () The null hypothesis is rejected. Be acknowledged that the improvement of Herzberg's theory of motivation, commitment and normative staff increases.

**The fourth hypothesis:** there is relationship between theory of Herzberg's hygiene factors and emotional commitment Baghmalek Tabatabai hospital staff. (Ho: there is no relationship between theory of Herzberg's hygiene factors and emotional commitment employee.)

**Table 4 shows the correlation between the theory of Herzberg's hygiene factors and emotional commitment of employees**

Variables tested	Pearson correlation	SIG	Replies numbers	results
Theory Herzberg's hygiene factors and emotional commitment of employees	0.603	0.000	148	There is a relationship

According to the calculated results of the Pearson correlation test in the table above there is significance relationship between two variable factors Herzberg's hygiene theory and emotional commitment of employees, the amount of 603 /. There is a direct relationship between moderate. () The null hypothesis is rejected. Herzberg's theory can be acknowledged that the improvement of health, emotional commitment of employees also increased.

***The fifth hypothesis:*** there is significant relationship between theory of Herzberg's hygiene factors and hospital staff continued commitment Tabatabai Baghmalek. (Ho: there is no relationship between Herzberg's theory and the health of employees.)

**Table 5 shows the correlation between the theory of Herzberg's hygiene factors and the ongoing commitment of staff**

Variables tested	Pearson correlation	SIG	Replies numbers	results
Theory Herzberg's hygiene factors and the ongoing commitment of staff	0.630	0.000	148	There is a relationship

According to calculated results of the Pearson correlation test in the table above there is a significance relationship, between two variable factors Herzberg's hygiene theory and the continuing commitment of the staff, the amount is 630 /. There is a direct relationship between moderate. () The null

hypothesis is rejected. We can acknowledge that by improving the health of Herzberg's theory, the continuous commitment of employees also increased.

**The sixth hypothesis:** there is relationship between theory of Herzberg's hygiene factors and normative commitment Baghmalek Tabatabai hospital staff there. (Ho: There is no relationship between theory of Herzberg's hygiene factors and normative commitment employee.)

**Table 6 The correlation between the theory of Herzberg's hygiene factors and normative commitment of staff**

Variables tested	Pearson correlation	SIG	Replies numbers	results
Herzberg's theory and normative commitment to the health of employees	0.619	0.000	148	There is a relationship

According to calculated results of the Pearson correlation test in the table above there is significance relationship, between two variable factors Herzberg's hygiene theory and normative commitment of employees, the amount is 619 /. There is a direct relationship between moderate. () The null hypothesis is rejected. We can acknowledge that by improving the health of Herzberg's theory, normative commitment of employees also increased.

**Table 7 summarizes the results of the regression effect of simultaneous maintenance of motivation and organizational commitment**

Criterion variables	Index Predictor variables	Multiple correlation coefficient	coefficient of determination	F statistic	SIG	B	Beta	T statistic	SIG
Organizational Commitment	Motivational factors	.649/.	.482/.	464/67	.000/.	.386/0	.394	4/684	.000
	Health Factors					.318/0	.358	4/253	.000

In this study, univariate linear regression (Inter method) is used. The statistics (464/67) F (These statistics indicate that



there is a linear relationship between the variables or not, i.e. if Miran achieved significance level of 5 /. The lower the regression model is significant, and regression testing is the default.) In table 4.16 is significant level, indicating that the variables (health motivational factors and organizational commitment) are at a significance level of 9 5/0 linearly. The coefficient of determination was observed, indicating that the motivational factors and health simultaneously 482 /. Explain the changes in the organizational commitment and the amount of beta in the table above motivational factors predictive of organizational commitment is more appropriate (Beta = 0.394) and health factors are next in rank (Beta = 0.358).

### **Conclusion:**

The results of the first hypothesis calculated at significance level using the Pearson correlation between the two variables Herzberg's theory of motivation and emotional commitment of employees shows that there is a direct relationship and a moderate. The result of this study with the results obtained from the study at Chi and colleagues (2008) showed that between the three managers job motivation, job satisfaction and organizational commitment, there is no significant relation [6], not atonement result showed a positive correlation with affective commitment variables, perceived organizational support exists [8]. The results of the research hypothesis at a significance level calculated the Pearson correlation test, Herzberg's theory of motivation and commitment of staff between the two variables constant, show that there is a direct relationship moderate. And the results of this study with a tried and colleagues (2007) found that the three variables "align individual and organizational goals, ensuring the success and the nature of the work." There is a significant relationship with organizational commitment [9] and the result of Tahrir et al

(2010) states that the factors that encourage motivation and behavior of the manager and his leadership style can affect job satisfaction and organizational commitment, and alignment. The results of research on the significance level calculated the Pearson correlation test the third hypothesis, Herzberg's theory of motivation and commitment of staff norm between two variables, the relationship is direct and moderate. And the findings of Lee, Lee and loam (2008) on the relationship between the services provided to employees' organizational commitment, implies that employee attitudes towards the organization, depending on the service The organization provides to them. For example, quality of services, thus creating a positive image of the organization and, ultimately, lead to increased organizational commitment [10]. The results of the fourth research hypothesis at a significance level calculated the Pearson correlation test, Between two variables of the theory of Herzberg's hygiene and emotional commitment of employees, there is a direct relationship and moderate. Results Parish, Kodoaladr and Basch (2008) investigate the role of organizational commitment in successful organizational change, Suggest that factors such as relationship manager employees, motivation, independence of employee commitment to organizational change effective. The findings show that commitment, emotional employees in turn improves performance [11]. The results obtained from the fifth research hypothesis at a significance level calculated the Pearson correlation test, Herzberg's hygiene factors vary between theory and continuous commitment of the staff, and the direct relationship is moderate. The results of the Pearson correlation test the hypothesis at a significance level calculated sixth research, Herzberg's hygiene factors vary between theory and normative commitment of staff, and show there is a direct relationship moderate.

The results Oren, Jang and Seidel (2007) show the behavior of supervisor's intimate relationship with organizational commitment, and this mode of communication, is one of the factors affecting organizational commitment [12].

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