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The Impact of Job Engagement and Organizational Commitment on Organisational Performance

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Abstract:

The study explores the impact of organizational commitment and job engagement on organizational performance in healthcare. The questionnaire employed in this study consisted of three job engagement variables by Rich, LePine and Crawford (2010) and three commitment variables by Allen and Meyer (1990) taken as independent variables while four organizational performance variables as the dependent variable. Sample for the study consisted of 250 healthcare professionals from 35 hospitals and nursing homes. Simple random sampling was used as a sampling technique and this study was an ex - post in nature. Data were analyzed using mean & standard deviation, correlation and multiple regression. The results revealed that job engagement and organizational commitment significantly correlated with healthcare's organizational performance and significantly impact the organizational performance of healthcare.

Keywords: Job engagement, organizational performance, healthcare, commitment

1. Introduction

For decades, researchers have been studying the factors influencing performance in health organizations with emphasis on job factors and work environment factors. Healthcare personnel constitute the largest human resource element in healthcare services and therefore have a great impact on quality of healthcare and patient outcomes (Al-Ahmadi, 2008). The progress and survival of any healthcare organization, no doubt, depends on its human capital and their contribution. The challenge of engaged and committed workforce has been reported by healthcare sector also (Sabado, 2012; Alqanber, 2010). Healthcare organizations have also started considering their employees as a valuable asset. In recent years the concepts of job engagement and organizational commitment as mechanisms to improve organizational performance have been discussed fairly extensively in the management literature. Additionally, health care organizations are increasingly looking beyond financial performance measures, while focusing on how to bring higher quality care (Love et al., 2008). To remain competitive and gain positive business results, healthcare organizations also need to know the job engagement and organizational commitment of their personnel. Therefore, it is not surprising that human resource managers are "consistently ranking the development of a job engaged workforce as an organizational priority" (Shuck and Wollard, 2009). Harter et al. (2002) also suggested that engagement is important for meaningful business results and due to increasingly competitive business environment committed workforce has now become a matter of survival for every organization. Nowadays, hospitals are centers of professional health care provided by health personnel and their contribution is considered indispensable in improving the healthcare service performance and health conditions of the nation. Commitment of health personnel has bearing on the quality of services they offer to people (Maheshwari, Bhat & Saha, 2008). So, the understanding of health personnel's job engagement and commitment to the organizations and to the degree to which they contribute to boosting up their organizational performance is really important. Therefore, this study aimed to explore the impact of job engagement and organizational commitment on organizational performance in healthcare.

1.1. Job Engagement

Job engagement has received much concentration in both research and practice due to its potential impact on various organizational outcomes (Macey and Schneider, 2009; Macleod and Brady, 2008, Bakker et al., 2008). Engagement, as a motivational variable should lead to high levels of performance (Kahn, 1990; Rich, Lepine, & Crawford, 2010; Christian, Garza, & Slaughter, 2011). Therefore, modern organizations need an engaged work force, employees who exhibit energy and self-confidence and demonstrate a genuine enthusiasm and passion for their work (Bakker and Schaufeli, 2008). Kahn (1990) job engagement is the harnessing of organization members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performance. Kahn's engagement concept is motivational because it refers to the allocation of personal

resources to role performance and also to how intensely and persistently those resources are applied. The engagement focuses on the positive aspects of a person's job. Engaged individuals are described as being psychologically present, fully absorbed, attentive, feeling, connected, integrated, and focused on their jobs and is seen as a key driver of organizational performance, production, retention, financial performance, and shareholder return (Baumruk, 2004; Harter et al., 2002; Richman, 2006). Job engaged employees give companies competitive advantages (Corporate Leadership Council, 2006; Gallup Management Journal, 2005).

The literature suggests that job engagement leads to various positive organizational outcomes (Fisher, 2010; Gavin & Mason, 2004). Job engagement has a positive relationship with productivity, profit, and organizational success (Richman, 2006; Baumruk, 2004). Many researchers in their studies supported the relationship between organizational performance and employee job engagement (Simpson, 2009; Bhatnagar & Biswas, 2010; Rashid, Asad and Ashraf, 2011; Andrew and Sofian, 2012). Researchers have further claimed that engagement predicts employee outcomes, organizational success and financial performance (Richman, 2006; Saks, 2006) and also in-role job performance, organizational citizenship behavior (Rich et al., 2010; Schaufeli et al., 2006b), customer loyalty and satisfaction (Salanova et al., 2005), innovation (Hakanen et al., 2008), financial turnover (Xanthopoulou et al., 2009) and organizational commitment (Jackson, Rothmann & Van de Vijver, 2006; Saks, 2006). A number of studies also provide empirical evidence of the positive outcomes of job engagement. According to Macey et al. (2009), engagement is the key to an organization's success and competitiveness. In a sample of 65 firms from different industries, they have found that the top 25 percent on an engagement index had greater return on assets (ROA), profitability, and more than double the shareholder value compared to the bottom 25 percent.

Another study found that levels of engagement were positively correlated with business-unit performance (e.g. customer satisfaction and loyalty, unit profitability, unit productivity, turnover levels and safety) in almost 8,000 business units within 36 organizations (Harter et al., 2002). Further, Salanova et al. (2005), in a study of front-line service workers and their customers reported that job engagement predicted service climate, which in turn predicted employee performance and then customer loyalty. Koyuncu & Fiksenbaum (2006) reported worklife experiences, particularly, control, rewards and recognition and value fit, were significant to engagement. Similarly, another study on engagement found positive relationship with individual job performance (Little & Little, 2006). Mauno et al. (2005b) found different predictors of job engagement in different organization sectors. Demerouti et al. (2001), in their study reported that high work demands and high control were associated with higher engagement. Hakanen et al. (2005) found that engagement was significant among dentists, and job resources were a booster between job demands and job resources on job engagement. In addition to this Xanthopoulou (2009) found that job resources had a positive effect on engagement, which in turn predicted daily financial returns among fast-food employees. However, Schaufeli and Salanova (2007, 2008) based on their review of the job engagement literature, concluded that engagement was associated with positive employee attitudes, proactive job behaviors, higher levels of employee psychological well being, and increased individual job and organizational performance and also found organizational level, organizational tenure, work outcomes (e.g. Job satisfaction, intent to quit) was predicted by engagement. Rashid, Asad & Ashraf (2011) investigated the engagement and its linkage to personal and organizational performance and found that factors that influence engagement were decision making / co-ordination, employee performance appraisals, performance reward systems, employee involvement, training and career engagement and decision making /co-ordination, performance reward systems and employee involvement.

1.2. Organizational Commitment

The construct of commitment in particular has been generating a lot of interest in organizational psychological research (Gutierrez, Candela & Carver, 2012; Huang, You & Tsai, 2012; Meyer, 1997; Cohen, 1993; Mathieu & Zajac, 1990; Allen et al., 2013). Organizational researchers and managers paid special attention to employees' organizational commitment based on the belief that organizations with committed employees achieved superior long-term performance (Bentein et al. 2005; Jaros et al. 1993; Luchak and Gellatly 2007). Organizational commitment refers to the extent to which the employees of an organization see themselves as belonging to the organization (or parts of it) and feel attached to it (Meyer, Kam, Goldenberg & Bremner, 2013; van Dick, 2004). Organisational commitment is also viewed as a psychological connection that individuals have with their organization, characterized by a strong identification with the organization and a desire to contribute to the accomplishment of organizational goals (Meyer & Allen 1997). Allen and Meyer (1990, 1991) conceived that organizational commitment reflects three core themes, namely affective, continuance and normative commitment and seen as an effective point of reference towards the organization (affective commitment), acknowledgement of the consequences of leaving the organization (continuance commitment) and an ethical responsibility to stay with the organizations or a sense of obligation to the organization (normative commitment).

Organizational commitment has emerged as a promising area of research within the study of Industrial/Organizational psychology in recent times (Salami, 2008). Several researchers have used three components to study the organizational commitment construct (e.g. Canipe, 2006; Allen and Meyer, 1996; Vanderberghe, 1996; Chen and Francesco, 2003). Studies have found a positive relationship between organizational commitment and performance (e.g. Bashaw and Grant, 1994; Kalleberg and Marden, 1995; Benkhoff, 1997; Suliman and Lles 2000; Meyer et al., 2002, Irefin &Mechanic, 2014) and with desirable work outcomes such as productivity, adaptability and job satisfaction (Allen 2003; Allen and Meyer 1990a, 1996; Chen and Francesco 2003; Meryer et al., 1993; Powell and Meyer 2004; Singh & Mehta, 2013; Marzana & Marta, 2013) while others have examined very weak, negative or insignificant relationship between the two (e.g. Leong et al., 1994; Wright, 1997; Mathieu & Zajac, 1990). This variation in results is due to the way commitment has been conceptualized (Benkhoff, 1997). It has been analyzed from several perspectives (Martin and O'Laughlin, 1984; Morrow, 1983; Mowday et al., 1982) and it has served as both a dependent variable for antecedents such as age, tenure, gender

and education (Ferris and Aranya, 1983; Luthans et al., 1985), and as a predictor of various outcomes such as turnover (Rusbult and Farrell, 1983), intention to leave (Ferris and Aranya, 1983), absenteeism (Ivancevich, 1985), work performance (Lu et al., 2005; Wasti, 2005; Wilson, 2005). For instance, Wu and Norman (2005) found a positive correlation between job satisfaction and organizational commitment indicating that student nurses who were more satisfied with nursing as a job were also more committed to the health care service. Another study reported a strong relationship between job satisfaction and organizational commitment in a study of the health care staff (Al-Aameri, 2000; Redfern et al., 2002; Freund, 2005). Several researchers have examined the affiliation between organizational commitment and demographic factors (Mathieu & Zajac, 1990; Chughtai & Zafar, 2006; Salami, 2008; Adnan Iqba, 2010) and found a significant relationship between two. For instance, Salami (2008) investigated the relationships of demographic factors (age, marital status, gender, job tenure, and educational level) to organizational commitment of industrial workers and found that all demographic factors except gender significantly predicted organizational commitment of the workers. Previous research has devoted a great deal of attention to the relationship between performance and organizational commitment. Ahmadi (2008) in a study to identify factors influencing performance of hospital nurses in Riyadh Region, Saudi Arabia found that organizational commitment strongly predicted nurses' performance. Jaramillo et al. (2005) conducted a meta-analysis comprising of 51 empirical studies and found a positive relationship between organizational commitment and performance. Other research showed that more committed employees had higher tendency to perform well and lower tendency to leave their jobs (Mathieu and Zajac, 1990).

2. Objectives of the Study

The overall main objective of this study was to study the job engagement and organizational commitment in healthcare and to investigate the impact of job engagement and organizational commitment on organizational performance.

3. Hypotheses

1. There is no significant impact of job engagement on organizational performance.
2. There is no significant impact of organizational commitment on organizational performance.

4. Methodology

4.1. Sample and Sampling Technique

Sample for the present study consisted of the 250 Doctors, Nurses and other Staff drawn from 35 Hospitals and nursing homes of two districts of Haridwar and Dehradun, Uttarakhand, India. The simple random sampling technique was used to select the sample. A total of 250 questionnaires were distributed. The respondents were allowed to take their own time in filling the questionnaire. Out of 250 questionnaires, 216 questionnaires were received back, giving a response rate of 86.4% out of which 208 were found usable in the study.

4.2. Measures

4.2.1. Job Engagement Scale

Job engagement was measured using Job Engagement Scale (JES) designed and validated by Rich, LePine, & Crawford, 2010. This instrument measures the three dimensions of Job Engagement: Physical, Emotional and Cognitive with 6 items each. The items were measured on the Five-point Likert scale (1= strongly disagree and 5= strongly agree and 2, 3 and 4 for agree, neutral and disagree respectively). The reliability of the Job Engagement scale measured the Cronbach alpha value of 0.734.

4.2.2. Organizational Commitment Scale

Allen and Meyer (1991) scale was used to measure Organizational Commitment. This instrument measures the three dimensions of commitment: Affective, Continuance and Normative with 8 items each. All items in this scale were rated on a five-point Likert scale ranging from 1strongly disagree to 5 strongly agree. The Cronbach alpha reliability of the scale was 0.756.

4.2.3. Organizational Performance Scale

Organizational Performance was measured with the 32 item self prepared Organizational Performance Scale (2014). This instrument measures the four sub-dimensions of organizational performance. Each dimension was assessed with 8 items. All items relating to Patient Focus, Staff Effectiveness, Production Efficiency and Hospital Services were measured on a Five-point Likert scale with 1 indicating strongly disagree and 5 strongly agree and 4, 3 and 2 for agree, neutral and disagree respectively. The Cronbach alpha reliability for the aggregate of the scale was 0.777.

5. Analysis and Interpretation

Respondent's profile	Categories	Frequency	Percent %
Age	Below 30 years	18	8.7
	30-40 years	48	23.1
	40-50 years	85	40.9
	More than 50 years	57	27.4
Gender	Male	68	32.7
	Female	140	67.3
Marital Status	Unmarried	23	11.1
	Married	185	88.9
Educational Qualification	MBBS+ MS+ Phd & Other Similar	102	49
	Masters (other equivalent)	50	24
	Bachelors	45	21.6
	Others	11	5.3
Designation	Doctor	102	49
	Head/ Assistant/Staff Nurse	53	25.5
	Staff (General Duty)	32	15.4
	Other Officials	21	10.1
Work Experience	Below 5 years	15	7.2
	5-10 years	20	9.6
	10-15 years	34	16.3
	15-20 years	59	28.4
	More than 20 years	80	38.5

Table 1: Profile of the respondents

The majority of the respondents were females (67.3%) and 32.7% are male. About 88.9% of the respondents were married with the age ranges between 30 and more. The majority of the respondents were doctors (49%) having MBBS and other similar degrees with work experience of more than 20 years.

	Variables	Mean	SD	1	2	3	4
1	Gender	1.67	.470	1		.189**	.164*
2	Job Engagement	72.08	1.87		1	.158*	.374**
3	Organizational Commitment	91.89	3.77			1	.355**
4	Organizational Performance	124.39	4.41		.374**	.355**	1

Table 2: Mean, standard deviations and correlations among study variables

* Correlation is significant at the 0.05 level (2-tailed); ** Correlation is significant at the 0.01 level (2-tailed)

Table 2 presents mean, standard deviations and correlations among study variables. The correlation between job engagement and organizational performance was significant ($r = .374, p < 0.01$). Further, the results indicated a significant positive correlation between organizational commitment and organizational performance ($r = .355, p < 0.01$). This implies that committed workforce leads their organization towards higher performance. Among the demographic variables gender has a significant correlation with organizational commitment ($r = .189, p < 0.01$) and organizational performance ($r = .164, p < 0.01$). This implies that more female doctors and staffs were more committed to the organization than the male and has an impact on the organizational performance. Age, marital status, education, designation, income, present organization experience and work experience were found not correlated with job engagement, organizational commitment and organizational performance.

Variables	Job Engagement			Organizational Commitment		
	Physical	Emotional	Cognitive	Affective	Continuance	Normative
Organizational performance	.175*	.448**	.193**	.429**	.249**	.188**

Table 3: Correlation between the dimensions of independent variables job engagement and organizational commitment and dependent variable organizational performance

* Correlation is significant at the 0.05 level (2-tailed); ** Correlation is significant at the 0.01 level (2-tailed)

Further, table 3 presents the correlation between the dimensions of independent variables job engagement and organizational commitment and dependent variable organizational performance. Result found positive correlation between job engagement in the form of emotional engagement and organizational performance ($r = 0.448, p < 0.01$). The correlation between organizational

commitments affective, continuance and normative form and organizational performance were positively significant ($r = 0.429$, $p < 0.01$, $r = .249$, $p < 0.01$ and $r = .188$, $p < 0.01$).

Variable	F	β	SE	R ²	p
-	30.535			.222	.000
(Constant)			11.557		.001
Job Engagement		.767	.146		.000
Organizational Commitment		.355	.073		.000

Table 4: Multiple regression analysis
Dependent Variable: Organizational Performance, statistical significance at $p \leq 0.01$

Table 4 presents a multiple regression analysis where organizational performance was regressed on job engagement and organizational commitment of healthcare organizations. The result shows that job engagement made a significant contribution to the prediction of organizational performance of healthcare. It can be inferred that the job engagement of employees contributes positively towards the healthcare's organizational performance. Organizational Commitment also contributed significantly to the prediction of organizational performance. Thus, job engagement and organizational commitment have significant impact on organizational performance of the healthcare sector.

6. Discussion

The current study investigated job engagement and organizational commitment in healthcare and assessed the impact of job engagement and organizational commitment on the healthcare's organizational performance. The results of correlation analysis generally supported the proposed relationship that job engagement and organizational commitment significantly correlated with the organizational performance.

The finding of significant correlations between engagement and organizational performance was also consistent with the work of (Simpson, 2009; Markos & Sridevi, 2010; Harter et al., 2012; Andrew & Sofian, 2012). They also stated that engagement has a significant impact on organizational performance. This implies that the employee with higher engagement can contribute to higher performance (Chughtai & Buckley, 2011). Therefore, it can be inferred that with highly job engaged employee's healthcare sector can enhance its organizational performance. Also, organizational commitment significantly correlated with organizational performance. The significant relationship between organizational commitment and organizational performance was consistent with a number of earlier studies (Suliman & Lles, 2002; Lu et al., 2005; Wasti, 2005; Jaramillo et al., 2005; Wilson 2005; Khan et al., 2010; Irefin & Mechanic, 2014). Organizational commitment found to have significant impact on healthcare's organizational performance. This implies that the committed employees can contribute more and lead their organization towards better performance. So, it could be deduced from this finding that organizational performance can simply be improved through higher commitment of employees.

Furthermore, the positive associations observed between the job engagement and commitment and this implies that those who are engaged in their job seem to feel more committed and are attached to their organizations. These results are also in line with findings reported by (Albdour & Altarawneh, 2014) that who have a high job engagement will have a high level of commitment. The possible justification for this result would be that the confirmation that engagement is an individual-level construct, and any positive business results would have to impact individual-level outcomes first (Saks, 2006).

7. Limitations and Future Research

This study has taken the healthcare professionals from two districts, so views and thoughts of these professionals may not reflect the views and thoughts of all the professionals of entire Uttarakhand and India which limits the scope of this study. Additionally, this study concentrated on healthcare employees so future research could extend the investigation to different sectors to obtain a wider generalization of the study. Future studies can also be tailored to investigate the patients view point of engagement and organizational commitment of healthcare professionals. For the purpose of causality, it would be interesting to replicate this study in a longitudinal design, so that it could be determined if job engagement and organizational commitment are conditions and relationships that are likely to be sustained.

8. Conclusion

In sum, the results of this study provided that both job engagement and organizational commitment of the employees can be instrumental in enhancing healthcare's organizational performance. Study by highlighting the job engagement – performance relationship and commitment- performance relationship, offers useful insights into the underlying relationship that through job engagement and organizational commitment healthcare sector can significantly influence its organizational performance. Finally, the finding suggests that in order to increase the level of organization performance hospital management should strive to increase their staff job engagement and organizational commitment. Hospital management needs to incorporate various policies and programs for improving their staff's job engagement and organizational commitment. Furthermore, management can increase job engagement and organizational commitment among their staff by involving them in the decision process, providing better compensation, clear policies,

training and working conditions and as well by communicating the value of employees' contribution and how much they bothered about employees' well being.

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