



A Schematic Review of Literature on a Study on Organizational Commitment, Employee Motivation and Job Satisfaction Among Medical Professionals

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ABSTRACT:

Employees determine an organization's success. Their happiness and commitment boosts effectiveness at both the individual and organizational levels. Job satisfaction is one of the most studied topics in organizational behavior and human resource management. Employees who are satisfied with their jobs are more likely to be productive and committed to their jobs, and a committed employee means a low turnover rate. Because of the globalization of the health sector, there is a lot of employee migration toward better opportunities, overall growth, and satisfied jobs. Health care is a more people-centered service sector that has grown rapidly in recent years. It is critical to ensure hospital employee job satisfaction in order to retain employees and provide effective health care. This paper provides a review of previous research on job satisfaction among hospital employees. The review's goal is to identify gaps and investigate various factors influencing job satisfaction. Based on previous research, it was discovered that, in addition to monetary benefits, other motivating factors such as recognition, autonomy, achievement, and opportunities for growth and development were positively correlated with job satisfaction. It has been concluded that in order to increase organizational commitment of healthcare workers, healthcare administrators should motivate their employees through strategies aimed at improving their job satisfaction and quality of work life.

Keywords: Job satisfaction, Employee Migration, Organizational Commitment, Healthcare Administrators

Introduction:

It is critical to provide employees with job satisfaction in order to achieve higher levels of organizational commitment because it increases employee productivity. Several variables have been identified in the human resources literature that can affect employee performance. Several variables that affect employee performance were described in Brandy and Kondry's (1993) study. These factors include job and organizational characteristics, attitudes toward wage value, organizational trust and commitment, the importance of financial rewards, and the relationship between wages, performance, and justice in the system. Employees play a significant role in an organization's success. Many of the factors influencing employee behaviors in an organizational setting are critical and can either help or hurt employee performance (Pohlman & Gardiner, 2000). Organizational commitment and job satisfaction are two widely investigated factors that are precedents of employee performance (Bodla & Danish, 2009; Bodla & Naeem, 2008a) and (Bodla & Naeem, 2008b)). According to Rehman et al. (2013), job satisfaction is a major issue for all organizations, whether they are public or private, in developed or developing countries. Job satisfaction, according to Bashir and Ramay (2008), is how employees feel about various aspects of their jobs. According to Singh and Pandey (2004), because jobs are composed of various aspects, the concept of job satisfaction is frequently conjured up as a multidimensional buildup of many elements, commonly referred to as job satisfaction facets. Appreciation and promotion, pay and benefits, job conditions, coworkers, supervision, and the organization's policies and procedures are all common sources of job satisfaction. Because of its importance for organizational performance and effectiveness, organizational commitment is another important organizational concept that has received a lot of attention in managerial literature. Employees with higher levels of effective commitment to their job/career are also found to have higher levels of normative and continuance commitments (Cohen, 1996). Currently, studies are being conducted in every industry to survey employees' attitudes and behaviors related to their jobs. However, as a result of the impact of rapid changes in medical practices, studies aimed at surveying the perceptions of personnel working in the health care field, as well as their attitudes and behaviors toward their work, are gradually gaining traction (3). When we examine the studies aimed at these attitudes and behaviors that have an impact on the effectiveness, productivity, and job performance of health care organizations, we notice that the levels of "job satisfaction," "motivation," and "commitment" dimensions, as well as the

factors that influence these levels, are generally attempted to be specified. Motivation and job satisfaction are two concepts that are both independent and intersect with one another. Management creates a work environment that encourages employees to meet their needs and goals, and it arranges performance-based rewards for employees. Intrinsic rewards directly increase motivation. The employee considers whether the rewards are fair and meet his or her own expectations and needs. If he or she comes to the conclusion that the rewards are appropriate, motivation improves. If the opposite is true, his/her job satisfaction will suffer, as will his/her motivation. In either case, satisfaction serves as feedback, influencing the employee's motivation.

Mullins (1999) highlights the factors influencing job satisfaction of workers as follows:

- Personality, education, intelligence/abilities, age, marital status, work orientation, and so on are all individual factors.
- Social factors such as coworker relationships, group working and norms, interaction opportunities, and informal organization
- Underlying attitudes, beliefs, and values are examples of cultural factors.
- Organizational factors include the nature and size of the organization, its formal structure, personnel policies and procedures, employee relations, the nature of the work, technology and work organization, supervision and leadership styles, management systems, and working conditions.
- Economic, social, technical, and governmental influences are examples of environmental factors.

Importance of job satisfaction among medical professionals:

If hospital personnel's own needs are not met, they have difficulty meeting the needs of patients. As a result, hospital administrators are accountable to both staff and patients. Employee and patient satisfaction are both important from the standpoint of the hospital. Patient satisfaction is one of the most important outcomes for hospital quality. Job satisfaction is an important factor, particularly in health-care settings. Overall growth and job satisfaction are critical factors in retaining hospital employees over time. As a result, job satisfaction has become an essential component of theories of motivation and dedication to work. It is critical to ensure hospital employees' job satisfaction and motivation in order to effectively deliver health care and retain employees. Employee satisfaction has been found to be positively related to quality service and patient satisfaction in a hospital setting. Employee involvement and interaction with patients can have a direct impact on patient satisfaction.

Individuals have high commitment toward their organizations if they have good connections to them, according to Mowday et al. (1982). Employees, organizations, and society all benefit from high organizational commitment. Thus, healthcare professionals' commitment can be viewed as a link between individual professionals and their health organizations. Organizational commitment is defined as a member's psychology toward his or her attachment to the organization for which he or she works (Chen et al., 2015; Luchak&Gellatly, 2007). Organizational commitment is critical in determining whether an employee will stay with the organization for an extended period of time and work tirelessly to achieve the organization's goals (Klein et al., 2014; Reevy&Deason, 2014). Commitment research began with sociological theories that examined the impact of punitive systems on socially accepted values (Becker, 1960; Juaneda et al., 2017; Lafer& Tarman, 2019). However, Porter et al. (1974) took a sociological and psychological approach, which was most likely the origin of the study of the links between the individual and the organization from the standpoint of organizational behavior (Gocen, 2021; Kasalak, 2019; Robbins, et al., 2019; Strunc, 2019; Walter et al., 2021). Organizational commitment is a complex concept that is still being studied today (Meyer et al., 2004; Allen, 2003; Cohen, 2007; González & Guillen, 2008; Walumbwa et al., 2010; Stazyk et al., 2011; Klein et al., 2014; Reevy&Deason, 2014; Tarman & Dev, 2018; Yousef, 2017; Zayas-Or Although new approaches have recently emerged (for example, Klein et al., 2014), most researchers agree that organizational commitment should be treated as a multidimensional structure (Back et al., 2011), with consistent correlations with other concepts varying according to dimensions. However, due to the use of different measurement tools and findings regarding the internal structure, there is no agreement on their interpretation. Employees and their organizations are linked by organizational commitment in the workplace. Employees who demonstrate commitment to their organization frequently feel a connection with their organization, believe they are qualified to work there, and understand the organization's goals. These employees add value because they are more committed to their jobs, have higher productivity, and are more proactive in offering assistance (Swales, 2002). While Klein et al. conceptualized commitment as a one-dimensional structure; they discovered that commitment was linked to a variety of organizational effectiveness indicators (Klein et al., 2012). These are the indicators:

- Job fulfillment
- Affiliation with the organization
- Intentions to turnover

Organizational commitment research has also revealed a link between personal characteristics and organizational effectiveness. Many employees feel connected to their organization, and this connection can have an impact on both sides (Dick & Metcalfe, 2001; Moss, McFarland, Ngu&Kijowska, 2006; Meyer & Allen, 1991). Indeed, organizations that treat their employees fairly, reward them, and make them feel like they are a part of a team report more positive individual and organizational outcomes (Colquitt, 2001). Because organizational commitment and other structures overlap, authors

have questioned the relationships between organizational commitment and job performance (Klein et al., 2012). Luchak and Gellatly (2007) investigated both linear and non-linear relationships between organizational commitment and three work outcomes in three environments: profit expectation, absenteeism, and job performance (Luchak & Gellatly, 2007; Jacobsen Koepke, et al., 2019).

Review of Literature:

The review of literature allows the researcher to gain knowledge about the study and to develop useful hypotheses for further investigation. It also helps to save time and energy. The researcher scanned various studies conducted by various researchers in the fields of organizational commitment, job satisfaction, and motivation for this study. These provide insight into the study's significance, problems, and other issues.

Organizational commitment: It is the employees' mindset of being committed to assisting in the achievement of the organization's goals, and it includes the employees' levels of identification, involvement, and loyalty (Caught & Shadur, 2000). It is an emotional response triggered by employee behavior, belief, and attitude, with levels ranging from very low to very high. Another 1976 study by J. R. Hackman and G. R. Oldham found that if employees could satisfy their needs at work, they would be more committed to their organization. Meyer and Allen (1997) classified organizational commitment into three types: affective, continuous, and normative. Affective commitment (or moral commitment) occurs when employees cling to the organization's values and goals. They become sentimentally attached to their organization and begin to feel intimately responsible for its success. JP Meyer, DJ Stanley, L Herscovitch, and L Topolnytsky (2002). These employees are more likely to have positive work perspectives, higher levels of achievement, and a desire to stay with the company. Furthermore, studies by J. R. Hackman and G. R. Oldham in 1975 and J. P. Meyer, N. J. Allen, and I. R. Gellatly in 1990 found that affective commitment was higher among employees whose needs were met by their organizational experience when compared to employees with high competencies but not so satisfying organizational experience. Continuance commitment occurs when the basis of an employee's connection with the organization is their returns, efforts, and the costs involved if they leave. Allen and Meyer (1990) defined continuance commitment as a type of emotional attachment to the organization that represents the degree of feeling trapped in place that a person experiences due to the high cost of leaving. In other words, it refers to employees' assessment of whether the cost of leaving the organization is greater than the cost of remaining (Alkahtani 2015). Only when their benefits meet their expectations do these employees put forth their best efforts. Normative commitment occurs when people continue to work for a company based on the expected code of conduct or social norms. These people place a high value on obedience, foresight, and formality. According to research, employees with normative commitment and those with affective commitment exhibit similar behaviors and temperament. To summarize, according to Suma and Lasha (2013) and Meyer et al. (1993), affective commitment occurs when employees want to stay, continuance commitment occurs when employees need to stay, and normative commitment occurs when employees feel obligated to stay in the organization. Studies on commitment have found strong evidence that there is a positive relationship between affective and normative commitment, and that ongoing commitment is negatively related to organizational outcomes such as performance and citizenship behavior (Hackett et al., 1994).

Job Satisfaction: According to Locke E. A. and Henne D.C. (1986), job satisfaction is "the cheerful emotional state of mind that occurs in people when they realize their motives (or values) at work." Job satisfaction, according to Spector PE (1997), is the way people feel about their work and its various implications. It denotes the level of satisfaction or dissatisfaction with one's job (the degree to which people like or dislike it). It is unquestionably a perspective or attitude variable. Job satisfaction can be viewed as a general feeling about one's job or as a related forecast of attitudes toward various aspects of one's job. This global and facet perspective can be used to obtain a complete picture of employee job satisfaction. This was reinforced by a study conducted by Schermerhorn in 2000, which defined job satisfaction as employees' positive or negative feelings about their jobs. It is the attitude toward one's tasks as well as one's workplace's physical and social conditions. Job satisfaction is also a driver of high levels of individual performance and positive workplace relationships. Job Satisfaction, in simple terms, indicates how satisfied someone is with his or her job and the sense of accomplishment they derive from it. It can come from the rewards or incentives one receives while performing their job. Rewards can range from a simple sense of contentment and gratification to monetary gains and a sense of recognition and prestige at work. While good pay is important for some, others are satisfied with their jobs because of the emotional gratification they get from simply doing their job (For example: nurses get greatly encouraged when their patients thank them with a smile). Others rely on their reputation and regard (eg: politicians). As a result, it is critical for leaders to understand what factors keep their subordinates motivated, dynamic, and progressive. When some hardworking employees are promoted, they will feel rewarded. Promotion is a method of rewarding employees for their efforts and making them feel good about their jobs and the company. Another aspect of job satisfaction is a sense of security; the sense of preservation that many people experience simply by knowing their organization is stable. It is critical for some people to feel safe. Job satisfaction is also influenced by the working environment and coworkers. According to M. Topa and O. Gider (2012), completely satisfied employees contribute more achievement and value to the growth of their organization.

Job satisfaction and Organizational Commitment: From the Hawthorne studies to the twenty-first century, academics and practitioners have debated the importance of job satisfaction and organizational commitment. It has grown significantly since then, owing to the significant influence they have on organizational and individual behaviors (Al-Aameri, 2000). Employee satisfaction and commitment were discovered to be clear indicators of the harmony between the team of employees and their management (Tonges et al., 1998). Job satisfaction, according to Meyer et al. in 2002, is a

determining factor of organizational commitment. While organizational commitment refers to employees' emotional reactions to their organization, job satisfaction refers to employees' reactions to their job. Again, a previous study conducted in 1990 by Mathieu and Zajac discovered a conclusive correlation between job satisfaction and organizational commitment. Williams and Hazer (1986) discovered a direct link between job satisfaction and organizational commitment, where job satisfaction was an antecedent of organizational commitment. This thought assumes that an employee's orientation toward a specific job comes before his or her orientation toward the entire organization. However, few previous empirical studies have found a low correlation between job satisfaction, organizational related commitment, and the intention to leave the organization, implying that no direct relationship exists. There are committed, satisfied employees who consider leaving, and ambivalent, dissatisfied employees who decide to stay put (Nunn, 2000; Norizan, 2012). "Job satisfaction is recognized as a component of organizational commitment," according to Kovach (1977), while other researchers have clearly stated that job satisfaction is a predictor of organizational commitment (Porter et al., 1974; Price, 1977; Spector, 1997). Whether job satisfaction is a predictor of or a component of organizational commitment, the differences between the two can be viewed in a variety of ways (Mowday et al., 1982). Several professions have investigated the relationship between organizational commitment and job satisfaction. The majority of these studies, whether in the nursing or other professions, discovered a positive significant relationship between them (Kirsch, 1990; Al-meer, 1995; Knoop, 1995; McNeese-Smith, 1996). Job satisfaction is a more specific reaction to a specific job or aspect of a job, whereas commitment is a more general reaction (Weiner, 1980). Organizational commitment, according to Mowday et al. (1979), is a more holistic and general emotional response to the organization, whereas job satisfaction "reflects one's response either to one's job or to certain aspects of one's job." Organizational commitment is a better indicator of an employee's attachment to the organization than specific job tasks or work environment (Gardner, 1990). Employees' emotional attachment to their organization, according to Allen and Meyer (1990); Meyer and Herscovitch (2001), may arouse a strong personal commitment and enable them to experience a sense of belonging. Organizational commitment is less influenced by daily events than job satisfaction; it develops more slowly but consistently over time, making it a more complex and long-lasting construct (Mowday et al., 1979). Although job satisfaction has been shown to be related to organizational commitment (Steers, 1977), its treatment as an independent construct should be emphasized. Job satisfaction and organizational commitment are distinguished by a number of factors. Thus, organizational commitment is defined as attachment to the employing organization as a whole, including the organization's goals and values, whereas job satisfaction is defined as attachment to the specific task environment in which an employee performs his or her duties (Mowday et al., 1979). Organizational commitment is less influenced by daily events than job satisfaction; it develops more slowly but consistently over time, making it a more complex and long-lasting construct (Mowday et al., 1979). Furthermore, job satisfaction and organizational commitment do not always occur concurrently: an employee may be highly satisfied with his or her job without feeling attached to or obligated to stay with the organization. Similarly, a highly committed employee may dislike his or her job (displaying low levels of job satisfaction) (McPhee & Townsend, 1992). While research generally supports a positive relationship between commitment and satisfaction, the causal ordering of these two variables remains both contentious and contradictory (Martin & Bennett, 1996).

Mohammad Sayed, A., and N. Akhtar (2014) investigated the effects of perceived work-life balance and job satisfaction on organizational commitment among healthcare workers. It was predicted that perceived work-life balance fosters job satisfaction, which eventually leads to organizational commitment among employees. Respondents have a moderate level of perceived work-life balance, job satisfaction, and organizational commitment, according to the findings. Work-life balance and job satisfaction, according to the author, are critical for developing and enhancing organizational commitment among healthcare workers.

Singh Rajkumar G. (2013) investigated the factors influencing job satisfaction in a study of hospital employees. According to the author, an employee's positive performance in the organization is a result of his positive job experience. The study looked into the factors that influence job satisfaction among private hospital employees in Manipur, India. Employee job satisfaction was found to be significantly related to relationship behavior factors, pay and compensation factors, and training and career growth factors. The most important factors positively correlated with employee job satisfaction were pay and compensation.

Elarabi, H. M., and F. Johari (2013) investigated the factors that influence job satisfaction and performance, as well as the relationship between job satisfaction and performance. The study identified four factors: work comfort, work treatment, salary, and incentives, and assessed their impact on the job satisfaction of medical staff working in Libyan government hospitals. Employees and medical staff were dissatisfied with all aspects of job satisfaction, resulting in poor job performance in the hospital. According to the study, the performance of medical staff and the quality of medical services in hospitals can be improved when employees are satisfied and well treated by their managers, in addition to good salaries and an effective incentive system.

Sharma, M., et al. (2012) conducted a cross-sectional study among Indian physicians using a comprehensive customized questionnaire to assess job satisfaction and identify the factors influencing it. Using a multistage sampling method, 170 physicians were chosen from two medical institutes. With 42 questions, fifteen aspects of job satisfaction were investigated. According to the findings of this study, approximately 74% of physicians were satisfied with their jobs. The nine factors significantly associated with physician job satisfaction were physical work conditions, freedom to choose desired method of working, attitude of coworkers, recognition for good work, attitude of immediate boss, rate of pay, opportunity to use abilities, inter and intra departmental management, and attention paid to suggestions. According to the author, the pattern of high proportion of satisfaction reported

by Indian physicians was similar to physicians' satisfaction working in developed countries.

Bagheri S. et al. (2012) investigated factors influencing job satisfaction from the perspective of employees working in the health system in their study. Factors influencing job satisfaction among health system employees were discussed in eight focus group discussions. The factors discovered during the literature review were classified into four categories: structural and managerial, social, work in itself, environment, and welfare. The findings confirmed the importance of structural and managerial, social, work-related, environmental, and welfare factors in job satisfaction. During focus group discussions, a new factor related to individual characteristics such as employee personal characteristics and development was identified. The author concludes that individual employee characteristics should be considered as a factor influencing job satisfaction.

Bhatnagar K. and Srivastava K. (2011) in their study develop a scale and measure the job satisfaction status of medical teachers. Closed and open ended questionnaires were used to generate items for the job satisfaction scale, which were then administered to medical professionals. A questionnaire about job satisfaction was distributed to 245 faculty members at health science institutions. Professional practice environment, personal attitudinal factors of social support, job competency, welfare measures, job reward, motivation, and work enthusiasm were identified as seven common factors in this study that covered all job-satisfaction related factors. According to the findings, faculty job satisfaction was rated as "generally satisfied or not" on a Likert scale. The majority of faculties found their jobs to be important. They were most dissatisfied with their work rewards, working conditions, and sense of accomplishment. The author emphasizes the importance of developing a well-tailored job satisfaction instrument for health care professionals in India.

Jethanna R. et al. (2011) investigated the relationship between an employee's personal profile and job satisfaction in their study. Age, gender, work experience, marital status, dependent children, and parents were compared to overall job satisfaction as personal profile determinants. The study's findings revealed that the majority of determinants had a positive impact on job satisfaction. The study concludes that the determinants of job satisfaction should include personal profile variables identified from a psychological and sociological standpoint. Job satisfaction, job security, and organizational commitment were all significantly associated with benefits such as insurance coverage and education for dependent children provided by the organization.

S. Kaur et al. (2011) investigated job satisfaction and the various factors that influence it among doctors in a tertiary hospital in Delhi. A self-administered questionnaire was used to collect data from 250 doctors. A significant proportion of doctors in this study were found to be dissatisfied with their average number of work hours and salary. Many employees were dissatisfied with their working conditions. Dissatisfaction was found to be significantly related to factors such as the average number of work hours per day and the number of night shifts per month.

J. Peltier and A. Dahl (2009) conducted an exploratory study at a major hospital in New York City to investigate the relationship between employee and patient satisfaction. There were two parts to this research study. An advisory committee was formed, and members took part in an online forum about service quality, employee motivation, satisfaction, and performance. To assess the relationship between employee satisfaction and patient experiences, quantitative analysis was performed to match employee satisfaction data with patient satisfaction data. The findings revealed that hospital departments with higher levels of employee satisfaction provided better patient experiences. Participants in the online forum emphasized the importance of employees in improving the patient experience. They emphasized employee needs such as recognition, respect, and visibility.

Mosadeghrad et al. (2008) investigated the relationship between job satisfaction, organizational commitment, and intention to leave among hospital employees in Isfahan, Iran. The three dimensions of the job with which respondents were most satisfied on the job satisfaction scale were coworker, nature of the job, and task requirement. The least satisfied respondents were with their salaries and benefits, working conditions, recognition, promotion, and job security. The findings revealed a link between job satisfaction and organizational commitment. This suggests that employees who are most satisfied with their jobs are also more dedicated to the healthcare system. According to the findings, highly satisfied employees had a higher level of organizational commitment. Employee intention to leave was significantly related to job satisfaction and commitment. According to the findings of this study, management and supervision are important predictors of job satisfaction, organizational commitment, and intention to leave among hospital employees.

Conclusion and implications for further research:

According to the literature review, there are numerous factors that contribute to hospital employees' job satisfaction. According to the literature review, not only salary, incentives, and working conditions are important predictors of job satisfaction, but so are other intrinsic factors such as achievement, recognition, responsibility, and opportunities for personal growth. These factors are similar to Herzberg's motivators in two factor theory as well as Maslow's esteem and self-actualization needs in Maslow's hierarchy of needs. According to previous research, job satisfaction leads to job performance and organizational commitment, which leads to low employee turnover. In particular, in hospitals where patient experience is linked to employee satisfaction, organizations should prioritize hospital employees' needs and create an environment that promotes job satisfaction and commitment. There were many gaps in the literature regarding sample size, population, and tools used to assess these factors influencing job satisfaction. More large-scale uniform studies in this area are needed to investigate job satisfaction in hospitals, particularly in teaching hospitals where employees have the dual

responsibility of teaching and caring for patients. Job satisfaction and organizational commitment are important factors in ensuring proper nursing in the healthcare sector. This, in turn, has a significant impact on customer satisfaction and encourages them to recommend the hospital to others.

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