# Organizational Commitment of Medical Service Staffs in Phatara-Thonburi Hospital

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*Abstract*— The research on organizational commitment of medical service staffs in Phatara-Thonburi hospital intended to study factors that have influences on organizational commitment of medical service staffs.The study revealed that out of 140 questionnaire respondents, most were male, age 26-30, graduate Bachelor's degree or equivalent, monthly income 15,001-20,000 Baht. Overall mean was in a high level with the following orders: job characteristics was in a high level of agreement meaning staffs were assigned new kind of jobs and could use their knowledge in work; freedom to work was in a high level of agreement which means the organization gave the staffs freedom to work and they can apply their knowledge in work; job variety was in a high level of agreement showing that staffs were given additional duties which would help them to develop and grow in the work; attitude toward colleagues and supervisors was highly agreed indicating that colleagues were helpful and supervisors allocate significant jobs to staffs; expectations and responses from an organization was in high level of agreement indicated that an organization arranged training by experienced personnel to the staffs; organizational citizenship was highly agreed resulting from the organization was opened to staffs to express their ideas and also offered chances to obtain new knowledge in work. Recommendation from this research is that the CEO should promote advancement in the job characteristics to develop knowledge and skills in other kind of work. CEO should try to maintain this currently excellent culture with the staffs and give them guidance. The result would be their high commitment to the organization.

*Keywords*— Organizational commitment; medical service staff.

## I. INTRODUCTION

High business competition results in organizations trying to apply necessary methods or theories especially in human resource management since human resource has different responsibilities in work. Surveys have shown different reasons for employee resignation. However, no matter what could be the cause of such decision, resignation is the end of relationship between employee and the organization. Organizational commitment is therefore the very crucial to an organization and it will make the staffs

Researcher, therefore, is interested to study the factors affecting organizational commitment of medical service staffs in Phatara-Thonburi hospital.

### Objectives

1. To study factors that have influences on organizational commitment of medical service staffs at Phatara-Thonburi hospital.

## II. LITERATURE REVIEW

Steers (1977) had categorized factors influencing organizational commitment into 3 groups as follows.
1. Personal characteristics include age, gender, marital status, education level, tenure, position, and salary.
2. Job characteristics would have influence on organizational commitment. Pleasant job characteristic would motivate staffs to work more effectively to increase their own value. If the performance is not yet good enough, the staffs would put more effort to reward themselves with achievement and higher quality performance (Nattaya Uamphueng, 2001). Job characteristics that can influence organizational commitment are :

- Freedom to work means the condition where employees can work independently according to their duty, use their own judgment, and make their own decision without interference by other people. This will encourage the employees to utilize their knowledge and skills.
- Job variety means the jobs that are in different level of difficulties. This will require knowledge and skills as well as technology to get the job done. This kind of job is challenging, thus motivate employees to put their effort into the work.
- Job uniqueness means the job has clear scope and precise roles and duties. The job may be difficult or easy but employees are satisfied because they have the clear path to follow and the performance can be clearly evaluated.
- Feedback is when employees have done their job, there will be comment from colleagues or supervisors regarding the job done. This is intended to evaluate whether the job done is effective and efficient.
- Socially interactive job means the job that require communication and interaction with other people.

3. Work experience means awareness of the member of organization during work. Whether positive or negative experience obtained, it has effect on organizational commitment in 4 categories as follows.
- Self importance is the employees' feeling that they are accepted by the organization and that their work is valuable to the organization. This feeling is like a reward of the organization that give to employees to feel they are part of the organization and consequently make them feel committed to the organization.

- Dependable organization is the belief of employees that they can rely on the organization that it will not leave them when in trouble.
- Expectations that are fulfilled by an organization means that as the employees work for the organization they expect compensation which will in turn motivate them to work and to be committed to the organization.

Attitude toward colleagues and organization involve group attitude within an organization which can create different atmosphere. Good organizational atmosphere should contain togetherness, hospitality, and cooperation in work. When employees feel a good working atmosphere, they tend to remain in an organization.

### III. RELATED RESEARCHES

Chamnong Laokhongtham (2011) studied organizational commitment of school CEOs and teachers in Trad province area, Thesis Master of Education (Education Administration) Chantaburi province. It was found that organizational commitment of school CEOs and teachers in Trad area were generally in high level.

Pimchanok Saikhao (2010) studied factors influencing organizational commitment of staffs in TISCO Bank PCL. The result showed that the staffs are committed to the bank in high level generally.

Phasiri Panyaphu (2010) studied organizational commitment of staffs in Thai Military Bank PCL. The study indicated that the commitment was in high level followed by leadership, nature of the work, and human resource management respectively. The factors that affect organizational commitment of the staffs are organization elements and leadership.

Nattha Boonyingyong (2010) studied opinion on factors affecting organizational commitment of employees in Krungthai bank PCL. The study found factors affecting organizational commitment to be organization elements, nature of the work, human resource management, and leadership.

Theerawat Sompruek (2010) studied organizational commitment of employees in Thai Airways PCL. Chiang Mai branch. It revealed that marital status, department of work, work period, and salary had effect on opinions toward an organization. For factors that affect organizational commitment, there were work experience and job characteristics.

Wiwan Thiemthat (2011) studied factors that affect organizational commitment of employees in Bangkok Industrial Gas Co., Ltd. The study found factors that have influences on organizational commitment were chances to develop and job advancement, compensation, standard and safe working environment, reputation of an organization, job security and relationship with supervisors and colleagues, balance between work life and personal life.

Natthakan Thanaratthamrongkul (2011) studied factors affecting organizational commitment of Bio Farm Chemical Co., Ltd. and found employees' feeling that an organization is dependable and the feeling that they are important to an organization in a medium level. First priority was success of an organization that employees had part in it. For factor affecting organizational commitment in medium level, first priority was that an organization took care and paid proper attention to employees. For factor affecting organizational commitment in high level, first priority was advancement in career and followed by a support by organization for employees to develop and gain higher knowledge.

### IV. METHODOLOGY

The research on organizational commitment of medical service staffs in Phatara-Thonburi hospital is intended to assess factors influencing organizational commitment of medical service staffs by using questionnaires as tool for data collection which can be separated into 4 main parts as follows.

- Part 1 contains questions on personal data in 6 aspects: gender, age, education, monthly income, work period, and position level.
- Part 2 contains questions about job characteristics: uniqueness of work, freedom of work, and variety of work.
- Part 3 contains factors in work experience including attitude toward colleagues and supervisors. Type of question is rating scale.
- Part 4 contains open-ended questions allowing respondents to express their opinion and useful suggestions.

Statistical tools used for data analysis are inferential statistics for hypothesis test including Independent t-test, One-Way ANOVA, and Regression Analysis.

*Findings*

The research on organizational commitment of medical service staffs in Phatara-Thonburi hospital found mean in high level for 6 aspects: challenging work, relationship with colleagues, freedom of work, variety of work, relationship with supervisors, and participation in work.
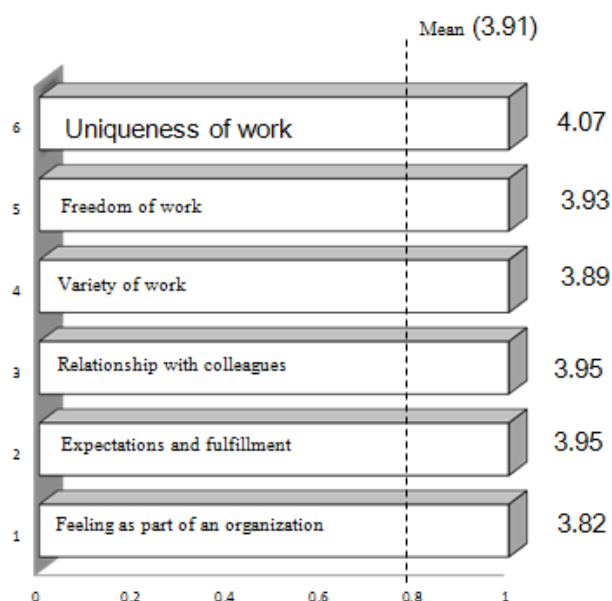


Fig. 1. Organizational commitment of medical service staffs in 6 elements.

Figure indicates high level of overall mean (3.91) for organizational commitment of medical service staffs in Phatara-Thonburi hospital.

Table I. Shows attitude toward colleagues and supervisors is related to organizational commitment.

| Coefficientsa | | | | | |
|---|---|---|---|---|---|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | .649 | .471 | | 1.378 | .171 |
| Uniqueness of work | .024 | .078 | .028 | .304 | .761 |
| Freedom of work | .157 | .086 | .170 | 1.816 | .072 |
| Variety of work | .196 | .075 | .244 | 2.600 | .010 |
| The work helps for improvement and advancement | | | | | |
| Attitude toward colleagues and supervisors | .189 | .079 | .216 | 2.392 | .018 |
| Supervisors are fair in work | | | | | |
| Feeling as part of an organization | .230 | .076 | .245 | 3.013 | .003 |
| Chances to express ideas in work | | | | | |
| Expectation and fulfillment | .104 | .072 | .132 | 1.437 | .153 |

## V.    CONCLUSION AND RECOMMENDATION

To improve organizational commitment of medical service staffs of Phatara-Thonburi hospital, CEO should encourage staffs to perform new type of work; unique work; open a chance for them to express their ideas about work; try to promote good relationship among co-workers; and try to maintain good leadership of supervisors.

## VI.    ACKNOWLEDGEMENT

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