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**The Relationship among
Organizational Commitment, Job
Satisfaction, Organizational Stress
and Intention of Leaving the Job of
Health Personnel**

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Dr. Gregory T. Papanikos
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The Relationship among Organizational Commitment, Job Satisfaction, Organizational Stress and Intention of Leaving the Job of Health Personnel

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Abstract

The most important factor of production in the health sector is the health personnel. In order to increase the productivity and efficiency of services provided, the levels of organizational commitment, job satisfaction, and stress need to be evaluated. In this context, managers have to shoulder the responsibility to increase the organizational commitment and job satisfaction levels of health personnel. In this study, the relationship between the levels of organizational commitment, job stress, and intention of leaving the job were analyzed. The data has been collected through a survey conducted on 89 health personnel working in a university hospital in Ankara, Turkey. While the 64% of the population of the study consisted of females, 36% of the population consisted of males. When the titles of the respondents were analyzed, it has been seen that 37.1% were medical doctors and nurses, and 62.9% were administrative staff. In order to analyze the relationship between the variables multiple regression analysis has been applied and according to the results, it has been found that organizational commitment and job satisfaction of the health staff significantly affects organizational stress ($F(2,86)=30.922, p<0.05$). Organizational commitment and job satisfaction together explains the 42% of the total variance of organizational stress. The increase in the levels of

organizational commitment ($t=-4.719$, $p<0.05$) and job satisfaction ($t=-3.093$, $p<0.05$) decreases the stress within the work place. Besides, it has been found that organizational stress, organizational commitment and job satisfaction significantly affects leaving the job ($F(3,88)=5.990$, $p<0.05$) and these variables together explains the 18% of the total variance of intention of leaving the job. In the regression model the only significant relationship has been seen in organizational commitment ($t=-3.002$, $p<0.05$) and the increase in the organizational commitment decreases intention of health personnel leaving the job. According to these results, it can be stated that there is a significant and negative relationship between the organizational commitment, job satisfaction and organizational stress perceptions and organizational commitment and intention of leaving the job of health personnel.

Keywords: Organizational commitment, job stress, job satisfaction, intention of leaving the job

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Introduction

The most important factor of production in the health sector is the health personnel. In order to increase the productivity and efficiency of services provided, the levels of organizational commitment, job satisfaction, and job stress need to be evaluated. It is very difficult for managers to see how employees become satisfied by their jobs and to understand what they need. In this context, managers have to shoulder the responsibility to increase the organizational commitment and job satisfaction levels of health personnel.

Job stress

Stress, which emerges as response of the body to a situation threatening physically and psychologically, is considered to be an ordinary part of daily life. So everyone experiences stress sometime or another in their lives. Usually it refers to a feeling of physical or emotional tension and is often a response to change and it is a feeling of being unable to cope with anxiety and discomfort. So stress can be described as a result of disturbed relationship between the person and the environment. (Vijayashree and Mund, 2011).

Lazarus and Folkman (1984) viewed stress as a dynamic and reciprocal relationship between the person and environment. It exists in different forms. It may be psychological, emotional, social, occupation or job related (Mojoyinola, 2008). According to Selye (1976), stress is a state within the organism characterized by general adaptation syndrome. In other word, it is the nonspecific response of the body to the demand made upon it. It suggests excessive demands that produce disturbance of physiological, sociological and psychological systems.

Lazarus (2000) expresses stress as a complex, multidimensional negative emotion. Bolger and Zuckerman (1995) divided the stress process into two fundamental stages: Stressor exposure and stressor reactivity. Exposure refers to the extent to which an individual experiences a stressful event. Reactivity refers to the extent to which an individual shows an emotional or physical reaction to a stressful event.

Stress experienced by employees at work is called job stress. It may be caused by a number of factors such as poor working conditions, excessive work loads, shift work, long hours of work, role ambiguity, role conflicts, poor relationships with the manager, colleagues or subordinate officers (Mojoyinola, 2008).

Negative outcomes of stress have been accepted as financially costly to many health care organizations. While job stress varies with each work environment, the negative outcomes of job stress among health personnel include illness, decline in overall quality of care, job dissatisfaction, absenteeism, staff turnover and intention of leaving the job (Schwab, 1996). Job stress describes the stress associated with the professional or work environment. Tension is created when the demands of the job or the job environment exceed the capacity of the person to respond effectively.

Job Satisfaction

Job satisfaction is generally defined as an effective response that an employee has toward his or her particular job, and results from the employee's comparison of actual outcomes with those that are expected (Spector, 1986).

Misener and Cox (2001) defines job satisfaction as a concept that incorporates the employee's personal beliefs, surroundings, individual characteristics, and expectations with the understanding that satisfiers and dissatisfiers are unique to the individual.

The factors influencing job satisfaction can be explained as extrinsic and intrinsic factors. Extrinsic factors relate to wages, benefits and bonuses, working conditions and hours of work. Whereas intrinsic factors relate to psychological attributes of a job, such as the inherent nature of the work, ability to use and develop one's personal and professional skills and recognition for achievement, status (Sachau, 2007; Cowin, 2002). Job satisfaction has been shown to be closely related with job stress.

Intention to Leave the Job

Intention to leave the job is the employee's behavioral attitude to withdraw from the organization. Aydogdu and Asikgil (2011) state that job satisfaction has effect on to determine staying in or leaving the organization. If the employees are dissatisfied with their work they are likely to leave from the organization. If they believe that they are treated fairly they are unlikely to leave the organization. There are some factors with the relationship between satisfaction and intention of leaving the organization such as commitment. The employees who are committed to the organization and believe that they can not find any other job, they prefer to stay in the organization. Managers should try to reduce personnel turnover that are good performers.

Organizational commitment

Organizational commitment is one of the most important organizational concepts that needs to be examined within the organization due to its importance for organizational performance and effectiveness.

Meyer and Allen (1991) developed a commitment model in which commitment is categorized into three approaches. One of the dimensions is affective commitment. It is defined as an employee's desire to be emotionally attached to the identification with and involvement in the organization. Employees who have strong affective commitment will be more likely and happier to remain in and to work for the organization. Another dimension is continuance commitment and it is defined as the employees' awareness for or recognition of the benefits of continuing to remain in the organization versus the perceived cost of leaving the organization. The last dimension of commitment is normative commitment and it is a consequence of an employee's feeling of obligation to stay in the organization based on one's personal norms and values (Allen & Meyer, 1990; Meyer & Allen, 1991).

METHODOLOGY

The Aim of the Study

The aim of this study is to determine the relationship between organizational commitment, job satisfaction, job stress and intention of leaving the job among university hospital personnel. The most important factor of production in the health sector is the health personnel. In order to increase the productivity and efficiency of services provided, the levels of organizational commitment, job satisfaction, and stress need to be evaluated.

Research Model and Hypotheses

The relationship between conceptual framework of the research and the variables can be seen in Diagram 1. The effects of organizational commitment and job satisfaction on the job stress and the effects of job stress, organizational commitment and job satisfaction on the intention of leaving the job are tried to be explained in the outline. The hypotheses of this study are:

H1: There is a negative and significant relationship between organizational commitment and job stress.

H2: There is a negative and significant relationship between job satisfaction and job stress.

H3: There is a positive and significant relationship between job stress and intention of leaving the job.

H4: There is a negative and significant relationship between organizational commitment and intention of leaving the job.

H5: There is a negative and significant relationship between job satisfaction and intention of leaving the job.

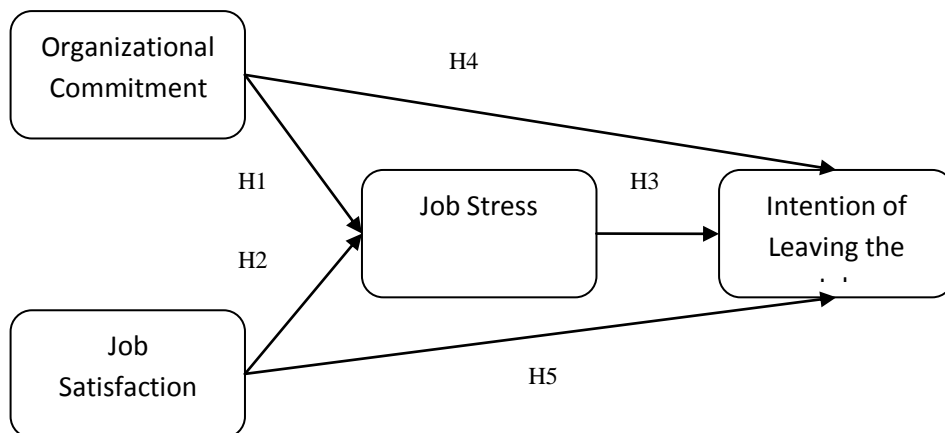


Diagram 1. Research Model

Data Collecting Tools

The organizational commitment of participants was evaluated by Organizational Commitment Questionnaire developed by Porter et al. (1976) and adopted to Turkish by Eriguc (1994). The questionnaire consisted of 15 questions on a 7 point Likert scale in order to determine the commitment of participants to the hospital. Reliability coefficient of the questionnaire, which was used in many studies before, was found 0.81 in this study. Minnesota Job Satisfaction Questionnaire, developed by Weis et al. (1967) was used to evaluate the job satisfaction of the participants. Minnesota Job Satisfaction Questionnaire respondents indicate how satisfied they are with various aspects of their present job. Minnesota Job Satisfaction Questionnaire has both long (100) items and short (20) items form, that in this study short form of the questionnaire, which is about pay, coworkers, supervision, responsibility, social status and security, is used. Questionnaire was adapted to Turkish by Baycan (1985). The questionnaire consisted of 20 questions on a 5 point Likert Scale determining intrinsic satisfaction, extrinsic satisfaction and general satisfaction. Reliability coefficient of the scale was measured 0.90 in this study. Job-Related Tension Index, developed by Lyons (1971) and adopted to Turkish by Eriguc (1994) was used to evaluate the organizational commitment of the participants. There were 9 questions on a 7 point Likert scale in order to determine the factors about the job that makes participants feel anxious and uncomfortable. The reliability coefficient of the scale was measured 0.87 in this study. In order to determine the participants' intention to keep working at the hospital or not was evaluated by 3 questions on a 5 point Likert scale. This scale, prepared by the researchers, consisted of 3 questions aiming to get answers for (1) the frequency to think about keep working or not, (2) the convenience to find a job in another hospital, (3) the possibility to quit the job in the near future.

Population and Sample

The population of the research consisted of medical and administrative personnel working at a university hospital in Ankara. Questionnaire was distributed to 250 staff by random sample method and 89 staff (35.6 %) has responded. Descriptive characteristics of participants can be seen in Table 1. The average age of the participants was 36 years and the average year of work experience is 13 years. While 33 (37.1%) of the participants were medical staff, 56 (62.9%) of them were administrative personnel. As of gender; 64% of the participants were female, and 36% of the participants were male. In educational point of view, 32 (36%) of the participants were high-school graduates, 20 (22.5 %) of the participants had two-year degree, 19 (21.3%) of the participants had four-year degree, and 18 (20.2 %) had post-graduate degrees.

Table 1. Descriptive characteristics of participants

Variables	Description	N	%
Age	Under 36	50	56.2
	37 or above	39	43.8
Gender	Female	57	64.0
	Male	32	36.0
Marital Status	Married	67	75.3
	Single	22	24.7
Educational Status	High School	32	36.0
	Two-year degree	20	22.5
	Four-year degree	19	21.3
	Post graduate	18	20.2
Work Experience	13 years and less	51	57.3
	14 years and more	38	42.7
Employment Status	Medical personnel*	33	37.1
	Administrative personnel	56	62.9
Total		89	100.0

*Physician, nurse and other health care personnel

Data Analysis

Correlation analysis and regression analysis were used to verify the relationship between job commitment, job satisfaction, job stress and intention of leaving the job among the hospital personnel. In testing hypothesis the results of the regression analysis were taken into account. SPSS (Statistical Package for the Social Sciences) 15.0 was used for all statistical analysis and alpha degree was 0.05 and 0.01.

Findings

Basic statistics concerning the variables are shown in Table 2. When the correlation coefficients among variables are analyzed; it is seen that there is a positive and mid-range relationship between organizational commitment and job satisfaction ($r=0.499$, $p<0.01$), and a negative and mid-ranged relationship between organizational commitment and job stress ($r=-0.595$, $p<0.01$) and organizational commitment and intention of leaving the job ($r=-0.408$, $p<0.01$). While no relationship is seen between job satisfaction and intention of leaving the job, a negative and mid-ranged relationship between job satisfaction and job stress ($r=-0.517$, $p<0.01$) is found.

Table 2. Means, Standard Deviations and Correlation Coefficients of Research Variables

	Mean	S.D.	Min-Max	1	2	3	4
1.Organizational commitment	4.68	0.83	1-7	1	.499**	-.595**	-.408**
2. Job satisfaction	3.33	0.64	1-5	.499**	1	-.517**	-.170
3. Job stress	3.73	1.31	1-7	-.595**	-.517**	1	.294**
4.Intention of leaving the job	2.24	0.67	1-5	-.408**	-.170	.294**	1
** Correlation is significant 0.01 (2 way)							

Two different regression models were generated in order to analyze the relationship between the variables and to test the hypotheses. Results of regression analysis which was performed to expose the relationship between job stress-organizational commitment and between job stress-job satisfactions are given in Table 3. Statistical predictions related to regression model indicates that the model is significant and applicable ($F(2,86)=30.922$, $p<0.05$). As for that, participants' organizational commitment and job satisfaction considerably affects their job stress. Organizational commitment and job satisfaction explains 42% of total variance on job stress. The increase of organizational commitment ($t=-4.719$, $p<0.05$) and job satisfaction ($t=-3.093$, $p<0.05$) reduces the stress at work. According to the standardized regression coefficient (β), the relative importance order of predictor variables on organizational stress are; organizational commitment ($\beta=-0.448$) and job satisfaction ($\beta=-0.294$). H1 of this research was "there is a negative and significant relationship between organizational commitment and job stress" and H2 was "there is a negative and significant relationship between job satisfaction and job stress". Regression analysis results, given in Table 3 indicate that organizational commitment and job satisfaction considerably affects job stress in a negative and significant way and these results verify H1 and H2.

Table 3. Regression Analysis Results of the Relationships between Organizational Commitment and Job satisfaction on the Job Stress

Predicted Variable	Predictor Variables	B	Standard Error	β	t	p
Job Stress	(Fixed variable)	9.085	0.690		13.159	0.000
	Organizational Commitment	-0.712	0.151	-0.448	-4.719	0.000
	Job Satisfaction	-0.606	0.196	-0.294	-3.093	0.003
R=0.647, R ² =0.418, F(2,86)=30,922, p =0.000						

Results of second regression model regarding the relationship between job stress, organizational commitment and job satisfaction on intention of leaving the job are shown in Table 4. Statistical predictions related to regression model indicates that the model is significant and applicable ($F(3,88)=5.990$, $p<0.05$). Job stress, organizational commitment and job satisfaction considerably affects intention of leaving the job and these variables all together explain 18% of total variance on intention of leaving the job. However, in the regression model, according to the t-test results of significance of the regression coefficient, the only statistically significant relationship could be found on organizational commitment ($t=-3.002$, $p<0.05$) and the increase in organizational commitment reduces the intention of leaving the job. This result verifies the H4 of the study which proposes a negative and significant relationship between organizational commitment and intention of leaving the job. On the other hand, H3 and H5 which propose a significant relationship between job stress and job satisfaction on the intention of leaving the job has been rejected.

Table 4. Regression Analysis Results of Relations Between Organizational Stress, Job Satisfaction, Organizational Commitment and Intention of Leaving The Job

Dependent Variable	Independent Variable	B	Standard Error	β	t	p
Intention to leave the job	(Constant)	3.231	0.733		4.406	0.000
	Organizational Commitment	-0.311	0.104	-0.383	-3.002	0.004
	Job Satisfaction	0.080	0.126	0.076	0.633	0.529
	Stress	0.054	0.066	0.106	0.818	0.416
R=0.418. R ² =0.175. F(3,88)=5.990. p =0.001						

Discussion and Conclusion

Organizational commitment, job stress, and job satisfaction are important aspects of organizational effectiveness, productivity and job performance and may have an impact on intention of leaving the job of employees.

Konstantinos and Christina (2008) have found a strong negative relationship between job stress and job satisfaction. The results of the present study support these findings.

According to the results, there is a negative relationship between organizational commitment and job stress. The study conducted by Yaghoubi, et al. (2009) also revealed that there was a significant correlation between job stress and organizational commitment. Stressful work environment may have an influence on employees' organizational commitment and if the stress in work decreases, the positive effects on organizational commitment will happen.

In another study of newly-graduated nurses, they perceived moderate job stress which significantly influenced their intention to quit (Ming-Chen Yeh, Shu, 2009) and Castle et. al. (2007) found that high job satisfaction scores were associated with low scores on thinking about leaving, thinking about job search and turnover.

The study results show that, there is a negative relationship between organizational commitment and intention of leaving the job. In another study conducted to determine the relationship between organizational commitment, job satisfaction and intention to leave, the results suggest that job satisfaction has only an indirect influence on the intention to quit, whereas organizational commitment has the strongest and most direct impact. (Lum et al., 1998). In a study to identify factors that influenced job satisfaction and dissatisfaction, and the intention of staff nurses to quit nursing in three Jordanian healthcare delivery sectors it is found that the nurses' level of job satisfaction significantly predicted their intention to leave their workplace (Raddahha, 2012)

Larrabee et al. (2003) stated that the major predictor of intent to leave was job dissatisfaction, and the major predictor of job satisfaction was psychological empowerment. Predictors of psychological empowerment were hardiness, transformational leadership style, nurse-physician collaboration, and group cohesion.

Job stress, organizational commitment and job satisfaction considerably affects intention of leaving the job the increase in organizational commitment reduces the intention of leaving the job. These relationships are very important for managers because they should be responsible to find possible ways to increase productivity, performance and organizational commitment.

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