



Original Article

Prediction of Organizational Commitment Based on Job Satisfaction Dimensions among Employees of the Ministry of Health and Medical Education

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ABSTRACT

Background: Considering the key role of the Ministry of Health staff in developing major policies of the country and the importance of the health system employees in improving productivity and achieving the goals of the organization, the purpose of this study was to predict organizational commitment based on the dimensions of job satisfaction in the staff of the Ministry of Health, and medical education.

Methods: This cross-sectional study was performed on employees of the Ministry of Health and Medical Education in 2017. Data were collected using Job Descriptive Index (JDI) questionnaire and Allen & Meyer Organizational Commitment. The data were analyzed using Pearson correlation coefficient and linear regression model.

Results: There was a significant direct correlation between job satisfaction and organizational commitment ($r = 0.41$). Also, the results of regression analysis showed that organizational commitment can be significantly predicted based on the dimensions of work satisfaction ($B = 0.16$) and promotion satisfaction ($B = 0.12$).

Conclusion: The findings revealed that job satisfaction is associated with organizational commitment. It is suggested that human resource managers provide conditions for increased satisfaction and job motivation such as appropriate awarding based on the actual evaluation of performance and increasing salary according to the capabilities of the employees to improve organizational commitment of employees.

Keywords: Job Satisfaction, Organizational Commitment, Productivity, Staff, Ministry of Health

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Introduction

Nowadays, organizations are forced to provide more efficiency and effectiveness in order to achieve the predefined goals. Therefore, they have to pay more attention to their human resources and even their attitude to increase their efficiency and performance (1). In addition to identifying the factors affecting the attitude of the

employees, the managers should try to create an environment which makes an inspiring atmosphere to provoke and made the staff feel belonging to the organization (2). In every organization, the presence of human resources committed to the organization will significantly increase the organization's performance, employees' mental vitality and a better emanation of the

organization as well as individuals' goals (3). Deficiency and low level of commitment may lead to negative results for both the individual and the organization such as quitting the work, absence, reducing customer confidence and ultimately decrease in the income of organization. Therefore, the commitment to the organization in the staff who are approaching to the ultimate product "i.e. promotion of human health" is very important (4).

Organizational commitment is a form of commitment in which employees identify themselves with the goals of a particular organization and try to achieve them. Allen and Meyer defined a three-component model for organizational commitment. Continuous commitment is the tendency to carry out constant activities due to the accumulation of savings and funds that will disappear by abandoning those activities. Normative commitment is to believe in responsibility towards the organization. In other words, the set of internalized normalized pressure to carry out activities, in such a way as to achieve the goals of the organization. And affective Commitment represents commitment based on emotional ties the employee develops with the organization primarily via positive work experiences (5, 6).

Among the attitudes affecting the organizational commitment is job satisfaction. Job Satisfaction consists of a set of feelings and beliefs that people have about their current occupations and is one of the important contributing factors in job success, which increases the efficiency and satisfaction of the individual (7). Employees who are Dissatisfied from the workplace and organization are more likely to develop mental and physical illnesses. Psychological stress caused by workplace is the cause of many physical illnesses of the staff (8). Five dimensions of occupation has been recognized that can highlight job satisfaction (9). These dimensions include: satisfaction with work that is the domain of the tasks that the person is supposed to perform should be interesting and provides opportunities for education and learning, satisfaction with management that is technical and managerial abilities and the considerations they have for the employees' interests. Satisfaction with colleagues that is the degree of technical competence and support capacity among colleagues, promotional satisfaction that is access to real opportunities for progress, and satisfaction of income that is salary, perceived equality of salary and method of payment to staff. Various researches have investigated the relationship between job satisfaction and organizational commitment. The results of Norman et al. revealed that there is a mutual, positive relationship between job satisfaction and organizational commitment (9). The results of the studies showed that the organizational commitment of the employees varies under different environmental conditions. In addition the internal and external factors of the work environment can have a significant impact on the organizational commitment of the individuals (10-12). Considering the importance of employees' attitudes and perceptions in improving productivity and achieving the goals of the organization and also regarding the specific nature of the health sector, the purpose of this study is to predict organizational commitment based on the dimensions

of job satisfaction of the staff of the Ministry of Health and Medical Education.

Methods

The present study was a descriptive cross-sectional study conducted on employees of the Ministry of Health and Medical Education in 2017. The sample size was calculated using the Cochran formula. Considering the percentage of job satisfaction as 50% and an estimated error of 0.06, a total of 267 subjects was estimated as sample size.

The sample were selected using stratified sampling proportional to size. Sampling was performed in 10 statistical communities (deputy) according to the number of employees in each deputy. Data collection tools comprised three parts of demographic characteristics, job satisfaction questionnaire and organizational commitment of Allen and Meyer. Job satisfaction questionnaire includes 34 questions which measured 5 components of job satisfaction, satisfaction with management, satisfaction with, satisfaction with the method of payment of salaries and the satisfaction with the colleague. The scoring of this questionnaire was based on the Likert-type scale from a score of 1 "Very Low" to 5 "Very High". The Allen & Meyer Organizational Commitment Questionnaire contains 24 questions that address the organizational commitment of employees in three components of affective commitment, continuous commitment and the normative commitment. The scoring of this questionnaire is based on the Likert scale from the totally disagree to totally agree. The validity and reliability of the questionnaires was confirmed by previous studies (10, 12). The questionnaires were distributed among the research samples after explaining the conditions for entering the study. Descriptive statistics were used to determine the mean, standard deviation, and absolute and relative frequency of variables. The assumption of normal distribution was examined by Kolmogorov-Smirnov test. Independent t-test, one-way ANOVA, Pearson correlation coefficient and multiple regression were used to assess the relationship between variables. All analyses was performed in SPSS version 21.

Results

Of total, 194 participants were completed and returned the questionnaires (response rate = 73%). The majority of participants (73.7%) were female, 26.8% were between 35 and 40 years old, 34% of them had the work experience of higher than 20 years, 36.6% had a master degree, 5.48% were full time employees. Table 1 shows the background characteristics of the study participants.

The mean score of job satisfaction and organizational commitment were 63.96 (standard deviation (SD)=13.72) and 69.39 (SD=8.39), respectively. Among the dimensions of job satisfaction, management satisfaction had the highest score and promotion satisfaction had the lowest score. Among the dimensions of organizational commitment, affective commitment had the highest average score and normative commitment had the lowest score. Table 2 shows distribution of job satisfaction and organizational commitments' scores.

Table 1. Demographic Characteristics of the Participants

Variable	Frequency (%)
Sex	
Male	51 (26.3)
Female	143 (73.75)
Age	
30-35 years old	38 (19.6)
35-40 years old	52 (26.8)
40-45 years old	31 (16)
45-50 years old	47 (24.2)
≥ 50 years old	26 (13.4)
Work experience	
≤ 5y	12 (6.2)
5-10y	35 (18)
10-15y	49 (25.3)
15-20y	32 (16.5)
≥ 20y	66 (34)
Education	
Diploma	15 (7.7)
Two-year post diploma	12 (6.2)
Bachelor	68 (35.5)
Master	71 (36.6)
General practitioner	13 (6.7)
PhD and higher	15 (7.7)
Type of employment	
Permanent full time	94 (48.5)
Sub contractual	15 (7.7)
Contractual	79 (40.7)
Project	6 (3.1)
Position	
Expert	139 (71.6)
Expert in charge	28 (14.4)
Manager	24 (12.4)
Deputy director	3 (1.5)

The mean score of job satisfaction and organizational commitment regarding age was not statistically significant. Also, by one-way ANOVA, the mean score of job satisfaction was significant only in terms of deputy and position. Those with nursing deputy had the highest job satisfaction and the lowest job satisfaction was for research deputy. Also, the people who were the head of the group had the highest job satisfaction and the responsible experts had the lowest level of job satisfaction. The mean score of organizational commitment was significant only in terms of education and employment type. Those with a diploma and a post-diploma had the highest commitment and general practitioners had the lowest commitment score. Employees with contractual employment had the highest score, and sub

contractual employee had the lowest score.

Based on the Pearson correlation coefficient, there was a significant correlation between job satisfaction and organizational commitment ($r = 0.41$, $P\text{-value} = 0.001$). The correlation coefficient between dimensions of job satisfaction (satisfaction with work, satisfaction with management, satisfaction with promotion, satisfaction of salary and satisfaction from colleagues) and organizational commitment (emotional, continuous and normative) are shown in table 3.

There is a direct and significant relationship between dimensions of job satisfaction and emotional commitment; that is, the higher the degree of job satisfaction, satisfaction with management, promotion and salary, and satisfaction from a colleague, the emotional commitment of the individual will increase in the organization. Also, there is a direct and significant relationship among all aspects of job satisfaction (except satisfaction of salary) and normative commitment.

Multiple linear regression analysis was used to assess the dimensions of job satisfaction in predicting organizational commitment. Table 4 illustrated the results of the linear regression model.

In the regression model, predictive variables accounted for about 23% of variation in organizational commitment. The results of ANOVA showed that the organizational commitment prediction model was significant on the basis of job satisfaction dimensions. In other words, job satisfaction dimensions significantly predict organizational commitment ($P\text{-value} < 0.001$). The results also revealed that among dimensions of job satisfaction, satisfaction with work and satisfaction with promotion, significantly predicted organizational commitment.

Discussion

The attitude of employees as factor that affects job success and increases individual and organizational efficiency and effectiveness should be addressed to the managers and officials of the organizations. The Ministry of Health and Medical Education is one of the ministries that provide essential services to the community. In addition, the ministry's social, economic, research, and educational efforts require the implementation of a specific kind of management that should provide people with satisfaction and motivation to work with feeling belonging to the organization's goals according to organizational commitment (13). This study aimed to investigate the association of job satisfaction dimensions with organizational commitment.

Table 2. Distribution of Dimensions of Job Satisfaction and Organizational Commitment

Variable/Dimension	Mean	Standard deviation (SD)
Job Satisfaction (total)	63.96	13.72
Work satisfaction	69.43	13.99
Managing satisfaction	69.70	18.11
Promotion satisfaction	51.47	21.67
Income satisfaction	55.29	16.11
Colleague satisfaction	61.33	17.56
Organizational Commitment (total)	69.39	8.39
Affective	75.83	11.23
Continuous	67.07	11.66
Normative	65.33	9.14

Table 3. Matrix of Correlation Coefficients among Research Variables

Variables	1	2	3	4	5	6	7	8
1. Job Satisfaction	1							
2. Satisfaction from managing	0.464 **	1						
3. Promoting satisfaction	0.485 **	0.700 **	1					
4. Salary satisfaction	0.304 **	0.331 **	0.463 **	1				
5. Satisfaction from colleagues	0.445 **	0.499 **	0.463 **	0.504 **	1			
6. Affective commitment	0.530 **	0.410 **	0.455 **	0.343 **	0.387 **	1		
7. Continuous commitment	0.150 **	0.068 **	0.175*	0.022	0.157*	0.355**	1	
8. Normative commitment	0.282 **	0.161*	0.291**	0.097	0.209**	0.531**	0.398**	1

*significant at P-value < 0.05, ** significant at P-value < 0.01

The results of current research depicted that the mean score of job satisfaction and organizational commitment was higher than the average. Among the dimensions of job satisfaction, satisfaction with management had the highest score. Among the dimensions of organizational commitment, emotional commitment had the highest mean score and normative commitment had the lowest score.

In a study by Ghazanfari et al. the findings showed that the mean of satisfaction, motivation and occupational performance of employees was higher than average (13). Hadavi et al. showed that the job satisfaction of faculty members in sport science was above than average (14). Saatchian et al. also found that the job satisfaction of employees of different federations was higher than the theoretical average (15). The results of the khoshkhouei et al. study revealed that the mean score of organizational commitment and its dimensions is higher than the average level (10). Yaqhoobi et al. also showed that overall organizational commitment, emotional and continuous commitment are above average level and normative commitment, are lower than the assumed average, which is consistent with the results of this study. In fact, the Ministry of Health is emotionally affiliated with the workplace and has a tendency to engage in work activities and identification with the relevant organization, they also have a significant loyalty to the organization and feel more necessary to continue working and stay in the organization (16). The results of current research showed that there was no significant statistical difference between job satisfaction and organizational commitment in terms of gender. Job satisfaction was statistically significant only in terms of deputy and position; those with nursing deputy and head of the group had higher job satisfaction. Organizational commitment was statistically significant only in terms of education and type of employment, and those who had a diploma and a post-diploma had the highest commitment while the general practitioners had the lowest commitment. Also, the people with contractual employment has the highest commitment and sub-contractual has the lowest organizational commitment.

The results of a study by Khoshkhui et al. revealed that the

job satisfaction of Red Crescent population in Hamadan state in terms of gender was not statistically significant (10). Yaqhoobi also achieved similar results that are consistent with the results of the current research (16). But it does not consistent with the study of Nasiri et al. (17). This difference may be due to the different statistical society in the studies. The results of Nasiri et al. showed that job satisfaction is not statistically significant in terms of educational levels among primary school principals (17).

This study found a significant relationship between organizational commitment and education. This finding is consistent with previous study by khoshkhouei who revealed that the commitment of the staff with a bachelor's degree was less than the commitment of the diploma employers (10). In this study there was no significant difference in organization commitment between two sexes that is in accordance with previous results which found that male and female employees were in the same level of organizational commitment (10, 18). The results of current research showed that job satisfaction and organizational commitment had a direct statistical relationship. Also, the results of regression analysis revealed that organizational commitment can be well predicted based on the dimensions of job satisfaction. The results of the study demonstrated that there is a positive and significant relationship between job satisfaction and organizational commitment. The results of previous studies also indicated that job satisfaction is a predictor of employees' organizational commitment (20-21). Regarding the concept of job satisfaction, it can be justified that job satisfaction arises immediately after entering the organization, while organizational commitment develops slowly. Hence, job satisfaction is a prerequisite for organizational commitment (9). The results of Gholampour et al. showed that satisfaction of supervisors and satisfaction with promotion have the greatest impact in predicting organizational commitment (22). Regarding the alignment of this research finding with most researches, it can be said that increasing the level of commitment also leads employees to ignore some of the shortcomings of the organization and prohibit employees' dissatisfaction.

Table 4. Relationship of Job Satisfaction Dimensions with Organizational Commitment using Linear Regression Model

	B Coefficient	Standard Error	t-value	P-value
Job satisfaction	0.157	0.047	3.314	0.001
Management satisfaction	-0.052	0.045	-1.155	0.250
Promotional satisfaction	0.116	0.039	2.986	0.003
Satisfaction with salary	-0.029	0.041	-0.689	0.492
Satisfaction from colleague	0.068	0.041	1.676	0.095

Among the limitations of the study can be the lack of willingness of some people to participate in the study, the lack of attention to cultural differences in the implementation of questionnaires due to the creation of questionnaires out of the country, the impossibility of controlling the impact of some intervening variables (such as characteristics, the personality of the subjects, their social and economic status) and the restricted research community to the staff of the Ministry of Health and Medical Education.

Conclusion

According to the results, there is a direct relationship between organizational satisfaction and organizational commitment. Job satisfaction and promotional satisfaction significantly predict organizational commitment. Hence, it is suggested to human resource managers provide suitable conditions to increase job satisfaction such as timely appropriate rewards based on realistic evaluation of performance, salary increases according to abilities of staff, holding incentive seminars and providing appropriate opportunities for promotion of their jobs which may result in improvement of organizational commitment.

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Ethical consideration

The protocol of this study has been approved at Institutional Review Board of Human Resource Management, Ministry of Health, Tehran, Iran.

Conflicts of interests

Authors declared no conflict of interest.

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