Research Paper

Employees' Level of Commitment: A Comparative Study between Private and Public Hospitals of Manipur (India)

Management

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ABSTRACT Developing a committed workforce is an important concern in a health care sector where there is a growing complexity of modern hospitals. Further, organizations can enjoy competitive advantage if the employees are committed. Hence there is a need to develop committed employees by creating a positive and satisfying feeling amongst the employees. This study attempts to examine and compare the level of commitment of employees between a private and a public hospital of Manipur. The type of research followed is descriptive in nature. The two populations of the study consist of employees of two hospitals; a private hospital and a public hospital. Employees belonging to different categories such as doctor, nurse, technician and front office personnel are covered in the study. The sample size of the study is 180 employees of a private hospital and 83 employees of a public hospital. The findings reveal that except for front office personnel, employees of private hospital have high level of commitment than that of Public hospital.

1. Introduction

Every organization will prosper, succeed, grow and develop when the employees deliver their services effectively and efficiently. And, to be efficient, the organisations need to have committed employees. Employees' commitment has become very important in almost all the organisations. But it is very complex because it changes from time to time as employees' needs changes.

In general we have the belief that higher the commitment level better is the performance of the employees thus enhancing performance of the organisation.

Therefore, it has become imperative to measure the level of commitment the employees put in their efforts as well as to compare the level of commitment between private and public hospitals. The study is conducted in private and public hospitals of Manipur State which is situated in North eastern part of India bordering Myanmar.

2. Review of Literatures

A) Review of literature on terminology used.

Armstrong M. (1977) defines Organizational commitment as

a) A strong desire to remain a member of a particular organization;
b) A willingness to exert high level of effort on behalf of the organization; and
c) A definite belief in and acceptance of the values and goals of the organization.

Stephen et. al. (2007) refers Organisational Commitment to the employee's emotional attachment, identification with, and involvement in a particular organization. It consists of three themes: Affective commitment, Continuance commitment and Normative commitment. Employees with a strong affective commitment remain with the organisation because they want to, those with a strong continuance commitment remain because they need to, and those with strong normative commitment remain because they feel they ought to do so.

Bhatia (2008) defines Organisational Commitment as the extent to which an individual identifies with a particular organisation, its goals and wishes to remain a member of that organisation.

B) Review of literature on previous work done by others:

Stephen et. al. (2007) identifies a list of activities necessary for building Organisational Commitment. They include Justice and support, Job security, organizational comprehension, employee involvement and trusting employees.

Pooja et al. (2009) indicates that self–acceptance, personal growth, Purpose in life, environmental mastery, autonomy and positive relations with others have a correlation with organizational commitment. Organisational Commitment Questionnaire (OCQ), developed by Mowday et. al. (1979) in a 7-point rating scale ranging from Disagree (1) to Strongly agree (7) is used in their study.

Markovits et al. (2007) found that organizational identification, job involvement, loyalty were important to determine the commitment of the employees. British Organisational Commitment Scale (BOCS) developed by cook and Wall (1980) and Organisationl Commitment Scale (Meyer et. al. 1993) on a Likert seven point scale were used.

3. Objectives of the study

1. To Measure the commitment level of different categories of employees in a private and public hospitals.
2. To compare the level of commitment of different categories of employees in a private and public hospitals.

4. Research Methodology

The research methodology followed for the proposed study is being discussed under the several headings given below:

a) Types of Research:

The type of research followed is descriptive in nature.

b) Population of study:

The study consists of two independent populations. One population comprises employees such as doctors, nurses, technicians and front office personnel of a private Hospital (Shija Hospitals & Research Institute). The other population comprises employees of a public Hospital (District Hospital Thoubal), The two hospitals are multidisciplinary treatment in nature.

Table No.-1: Population for Private hospital (Shija Hospitals & Research Institute):

Category of employees	Numbers
Doctors	75
Nurses	193
Technicians	48
Front office personnel	21
Total	337

Source: Hospital

Table No.-2: Population for Public hospital (District Hospital Thoubal):

Category of employees	Numbers
Doctors	42
Nurses	40
Technicians	18
Front office personnel	6
Total	106

Source: Hospital

c) Sample Size:
Two samples of employees are considered; one for private hospital and the other for public hospital. Appropriate sample size of each of private and public hospitals are considered covering different categories of employee by using sample size calculator to represent populations of the employees.

Sample size Calculation
For private Hospital (Shija Hospitals & Research Institute), at 95% confidence level and at 5% confidence interval the sample size calculated for the population of 337   is 180   by the sample size calculator. The proportionate number of items of each category of employees included in the sample is given below;

Table No.-3: Sample size of the private hospital

Category of employees	Numbers	Proportion	Number of Items of each category to be included in the sample
Doctors	75	75/337 =0.223	40
Nurses	193	195/337=0.578	103.04=103
Technicians	48	48/337= 0.142	25.57=26
Front office personnel	21	21/337=0.062	11.16=11
Total	337	1.0	180

For public Hospital (District Hospital Thoubal), at 95% confidence level and at 5% confidence interval the sample size calculated for the population of 106 is 83   by the sample size calculator. The proportionate number of items of each category of employees included in the sample is given below;

Table No.-4: Sample size of the public hospital

Category of employees	Numbers	Proportion	Number of Items of each category to be included in the sample
Doctors	42	42/106=0.387	32.1=32
Nurses	40	40/106=0.377	31.3=31
Technicians	18	18/106=0.1698	14.3=14
Front office personnel	6	6/106=0.057	4.7=5
Total	106	1.0	83

d) Sampling type:
The sampling type followed is Stratified and proportionate simple random sampling method so that the sample represents the characteristics of the populations.

e) Sources of data:
Both primary data and secondary data are considered for the study. For primary data, relevant information is collected from the sampled respondents. For secondary data, Books, journals and the research works of other are referred.

f) Data collection method:
Questionnaire method of data collection method is used for collecting primary data.

g) Year of study:2014
h) Instruments of measurement
For measuring Commitment for hospital employees, Organisational Commitment scale developed by Mowday, Steers, and Porter (1979) is used. This scale consists of three factors. The fifteen items corresponding to these three factors considered for measuring commitment along with two additional items identified from review of literature are given below;

I)   I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
ii) I talk up this organization to my friends as a great organization to work for
iii) I feel very little loyalty to this organization.
iv) I would accept almost any type of job assignment in order to keep working for this organization.
v)   I find that my values and the organisation's values are very similar.
vi) I am proud to tell others that I am part of this organization.
vii) I could just as well be working for a different organization as long as the type of work was similar.
viii)This organisation really inspires the very best in me in the way of job performance.
ix) It would take very little change in my present circumstances to cause me to leave this organization.
x)   I am extremely glad that I choose this organization to work for over others I was considering at the time I joined.
xi) There's not too much to be gained by sticking with this organization indefinitely.
xii) Often. I find it difficult to agree with this organization's policies on important matters relating to its employees.
xiii) I really care about the fate of this organization
xiv) For me, this is the best of all possible organizations for which to work.
xv) Deciding to work for this organization was a definite mis-

take on my part.

xvi) I will continue to serve this organization so long as I am alive.

xvii) In this organization, there is distributive Justice (the degree to which rewards and punishment given to the employees are related to the Performance of the employees).

The responses of the hospital employees on the seventeen statements mentioned above is measured on five- point Likert scale i.e. strongly agree, agree, neutral, disagree, strongly disagree.

Reliability Statistics:
The Cronbach's Alpha value is found to be 0.704. So the instrument consisting of 17 items used for measuring level of commitment of hospital employees is Reliable.

Table No. -5: Level of Commitment for private Hospital

LOW COMMITMENT	MODERATE COMMITMENT	HIGH COMMITMENT
Average minus standard deviation	Score between Average minus standard deviation & Average plus standard deviation	Average plus standard deviation
Score(17-56)	Score(57-72)	Score(73-85)

Table No.-6: Level of Commitment for Public Hospital

LOW COMMITMENT	MODERATE COMMITMENT	HIGH COMMITMENT
Average minus standard deviation	Score between Average minus standard deviation & Average plus standard deviation	Average plus standard deviation
Score(17-53)	Score(54-62)	Score(63-85)

h)Data analysis techniques:
Descriptive statistics is used for summarizing the collected data. ANOVA and Kruskal Wallis Test are used for testing the significance of difference among the different categories of employees. Z-test and t-test are used for examining the significance of different in the mean scores of employees' commitment between public and private hospitals. SPSS 15.0 is used for analyzing the data.

5. Findings
5.1.The Commitment level of Hospital employees

Table No.-7:   Private and Public Hospitals employees' scores on commitment

Level Commitment	Type of organization		Total
	Private hospital	Public hospital	
Low	16 (8.87%)	7 (8.43%)	23
Moderate	138 (76.67%)	62 (74.70%)	200
High	26 (14.44%)	14 (16.87%)	40
Total	180(100%)	83(100%)	263

Table no.-7 indicates that majority of the employees of private and public hospitals have moderate level of commitment and only a few have high level and low level of commitment.

5.1.1   Employees' Mean scores on Commitment of   Private and Public Hospitals

Table no.-8: Descriptive Statistics of   Private and Public Hospitals

	Private hospital	Public hospital
N	180	83
Mean	65.01	58.65
Std. deviation	7.283	3.986

It is seen from table no.-8 that different hospitals have different mean scores on commitment. Before coming to the conclusion which hospital has higher level of mean score on commitment, it is imperative to test the significant of difference among the different mean scores of the hospitals.

Test of significance of difference of mean scores among the employees of different Hospitals
Null hypothesis:
There is no significant difference between the mean scores of commitment of employees of Private and public Hospitals

Alternative hypothesis:
There is significant difference between the mean scores of commitment of employees of Private and public Hospitals. For testing the significance of difference among the employees of different hospitals, Z-test is used as number of category (sample group) is 2 and the sample size is more than 30.

Here, $Z = \dfrac{\bar{X}_1 - \bar{X}_2}{SE}$

Where, $\bar{X}_1$= Mean score on commitment of private hospital employee= 65.01;

n_1 =Number of employees of private hospital = 180 ;

s_1 = std. deviation of private hospitals =7.283;

$\bar{X}_2$=Mean score on commitment of public hospital employees = 58.65;

n_2 = no. of   employees public hospitals = 83;

s_2 = Std. deviation of public hospitals =3.986;

SE = Standard error of difference of means = $\sqrt{\left(\dfrac{s_1^2}{n_1} + \dfrac{s_2^2}{n_2}\right)}$ = 0.4861

Therefore,   Z = (65.0 - 58.65)/ 0.4861 = 13.0837

Since the calculated value of Z > 1.96 (Table value of Z at α=5% level, at two tail test), null hypothesis is rejected and alternative hypothesis is accepted. That is there is significant difference between the mean scores of commitment level of employees of private and public hospitals. And the table no. 8 indicates that the private Hospital employees have higher average level of commitment than that of Public Hospital employees.

5.2 Employees' commitment level in Private Hospitals

Table no.-9:   Employees' Commitment level of Private Hospital

Commitment level	Category of employees				Total
	Doctor	Nurse	Technician	Front office personnel	
Low	6 (15%)	4 (3.88%)	4 (15.39%)	2 (18.18%)	16 (8.89%)
Moderate	28 (70%)	82 (79.61%)	20 (76.92%)	8 (72.73%)	138 (76.67%)
High	6 (15%)	17 (16.51%)	2 (7.69%)	1 (9.09%)	26 (14.44%)
Total	40	103	26	11	180

It is observed from table no.-9 that majority of doctors, nurses, technicians, and Front office personnel of private hospital have moderate level of commitment and a few of them have high level and low level of commitment.

Descriptive statistics of   Commitment level score of different categories of employees of Private hospital

Table no.-10: Descriptive statistics of different categories of employees of private hospital

	Category of Employees			
	Doctor	Nurse	Technician	Front office personnel
N	40	103	26	11
Mean	63.95	66.02	63.5	62.91
Standard deviation	7.132	7.512	6.313	7.077

It is seen from table no.-10 that the mean scores on commitment level of employees of Private hospitals belonging to Doctor, Nurse, Technician and front office personnel are 63.95, 66.02, 63.5 and 62.91 respectively. Before concluding, which categories of employees of Private hospital have higher mean score on Commitment measurement, it is imperative to test the significance of difference in the mean scores of commitment level of different categories of employees of private hospital.

Test of significance of difference between mean scores of different categories employees of private hospital.

Null hypothesis:
There is no significant difference amongst the mean scores of Commitment of different categories employees of private hospital

Alternative hypothesis:
There is significant difference amongst the mean scores of commitment of different categories employees of private hospital

For testing the above null hypothesis or for testing the significance of difference of mean scores of commitment of different categories of employees of private hospital, ANOVA one way analysis is to be done because the number of category (sample groups) is 4.

For the Application of ANOVA, first we have to test the homogeneity and normality of the groups.

Table No.-11 (a): Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
.253	3	176	.859

From table no. 11 (a), p value=0.859, which indicates that Levene statistic=0.253 is insignificant. That is the groups are homogeneous.

Table No.-11 (b): Tests of Normality

Category of employees	Kolmogorov-Smirnov(a)			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Doctor	.103	40	.200(*)	.964	40	.232
Nurse	.146	103	.000	.923	103	.000
Technician	.122	26	.200(*)	.972	26	.672
Front office personnel	.278	11	.017	.887	11	.127

* This is a lower bound of the true significance.

a Lilliefors Significance Correction

From table no.-11(b), the value of Kolmogrove smirnov statistic for all category of employees are not insignificant, that is population of nurse and Front office personnel are not normal. Even though homogeneity test is fulfilled and Normality test is not fulfilled , so the   data collected from the private hospital employees cannot be subjected to ANOVA analysis.

Thus, kruskal wallis test is applied as follows:
Table No.-12: Kruskal wallis test for private hospital

Category of employees	N	Mean Rank
Doctor	40	88.88
Nurse	103	94.89
Technician	26	83.79
Front office personal	11	71.14
Total	180	

Test Statistics(a,b)

	Ctotal
Chi-Square	2.729
Df	3
Sig.	.435

a Kruskal Wallis Test
b Grouping Variable: category of employees
To interpret the output from the Kruskal Wallis Test, we need to look at the chi-square value and its significance Since the p-value=.435 is greater than 0.05, there is no significant difference amongst the means of the group chosen for the study. That is different categories of employees of private Hospital have the same level of commitment.

5,3. The Commitment level of different categories of employees in Public Hospital

Table no-13: The Commitment level of different categories of employees in Public Hospital

		Different categories of employees				Total
		Doctor	Nurse	Technician	Front office personnel	
Level of Commitment	Low	5 (15.15%)	1 (3.22%)	1 (7.14%)	0 (0%)	7 (8.43%))
	Moderate	27 (81.82%)	19 (61.29%)	12 (85.72%)	4 (80%)	62 (74.70%)
	High	1 (3.03%)	11 (35.48%)	1 (7.14%)	1 (20%)	14 (16.87%)
Total		33	31	14	5	83

It is observed from table no.-13 that majority of doctors, nurses, technicians, and Front office personnel of Public hospital have moderate level of commitment and a few of them have high level and low level of commitment.

Descriptive statistics of Commitment level scores of different categories of employees of public hospital

Table no.-14: Descriptive statistics of different categories of employees of public hospital

	Category of employees			
	Doctor	Nurse	Technician	Front office personnel
N	33	31	14	5
Mean	56.42	61	58.36	59.60
Standard deviation	3.571	3.559	2.951	3.912

It is seen from the table no.10 that the mean scores on commitment of employees of Public hospitals belonging to Doctor, Nurse, Technician and front office personnel are 56.42, 61, 58.36, and 59.60 respectively. Before concluding, which category of employees of public hospital has higher mean score on Commitment measurement, it is imperative to test the significance of difference in the mean scores of Commitment of different categories of employees of public hospital.

Test of significance of difference between mean scores of different categories of employees of public hospital

Null hypothesis:
There is no significant difference amongst the mean scores of commitment level of different categories of employees of public hospital

Alternative hypothesis:
There is significant difference amongst the mean scores of Commitment level of different categories of employees of public hospital

For testing the above null hypothesis or for testing the significance of difference of mean scores of Commitment level of different categories of employees of public hospital, ANOVA one way analysis is done because the number of category (sample groups) is 4.

Table No. -15(a): Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
.305	3	79	.821

From the table no.-15(a), p value=0.821, which indicates that Levene statistic=0.305 is insignificant. That is the group are homogenous.

Table No.-15(b): Test for Normality

Category of employees	Kolmogorov-Smirnov(a)			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Doctor	.119	33	.200(*)	.980	33	.792
Nurse	.165	31	.032	.877	31	.002
Technician	.158	14	.200(*)	.961	14	.743
Front office personal	.221	5	.200(*)	.902	5	.421

* This is a lower bound of the true significance.

a Lilliefors Significance Correction
From the table no.-15(b), the value of Kolmogrove smirnove statistic for all category of employees are not insignificant, that is population of nurse is not normal. Even though homogeneity test is fulfilled, normality test is not fulfilled, so the data collected from the public hospital employees cannot be subjected to ANOVA analysis.

Thus, kruskal wallis test is applied as follows:

Table No.-16: Kruskal wallis test for public hospital

Category of employees	N	Mean Rank
Doctor	33	28.62
Nurse	31	56.53
Technician	14	39.75
Front office personnel	5	46.50
Total	83	

Test Statistics(a,b)

	Ctotal
Chi-Square	21.947
Df	3
Asymp. Sig.	.000

a Kruskal Wallis Test

b Grouping Variable: Category of employees

To interpret the output from the Kruskal Wallis Test, we need to look at the chi-square value and its significance. Since the p-value=.000 is less than 0.05, there is significant difference amongst the means of the group chosen for the study. That

is, different categories of employees of Public Hospital have different level of commitment. Meaning thereby from the descriptive statistics(table no.-14), it is observed that Nurses have the highest commitment level followed by front office personnel, Technicians and doctors in that order.

5.4. Analysis of difference between mean scores of Commitment among different categories of employees of private and public hospitals

Table No.-17: Summary sheet of descriptive statistics and analysis of difference between mean scores of Commitment among different categories of employees of private and public hospitals.

Category of employee	Descriptive Statistics	Private Hospital	Public Hospital	Test Statistics Investegating the difference between mean scores of commitment	Calculated Value of test statistics	Table value of test statistics (2-tail test at 5% level of confidence)	Remarks	Nature of difference in means between Private and public Hospitals
Doctor	Number	40	33	Z-test	5.846	1.96	Cal. Value > table value	Significant
	Mean	63.95	56.42					
	Std. Deviation	7.132	3.571					
Nurse	Number	103	31	Z-test	5.133	1.96	Cal. Value > table value	Significant
	Mean	66.02	61					
	Std. Deviation	7.512	3.559					
Technician	Number	26	14	t-test	2.824	1.645	Cal. Value > table value	Significant
	Mean	63.5	58.36					
	Std. deviation	6.313	2.951					
Front office personnel	Number	11	5	t-test	1.041	1.761	Cal. Value <table value	Not significant
	Mean	62.91	59.6					
	Std. Deviation	7.077	3.91					

Table no.-17 depicts that

a) There is significant difference in the commitment level between the doctors of private and public hospitals and by observation doctors of private hospital have higher level of commitment than that of public hospital,

b) There is significant difference in the commitment level between the nurses of private and public hospitals and by observation nurses of private hospital have higher level of commitment than that of public hospital,

c) There is significant difference in the commitment level between the technicians of private and public hospitals and by observation technicians of private hospital have higher level of commitment than that of public hospital,

d) There is no significant difference in the commitment level between the front office personnel of private and public hospitals. That is front office personnel of private and public hospitals have same level of commitment.

In other words, except for front office personnel employees of private hospital have high level of commitment than that of Public hospital.

6. CONCLUSION

The findings reveal that the private Hospital employees have higher average level of commitment than that of Public Hospital employees.

It is also found that the different categories of employees of private Hospital have the same level of commitment where as the different categories of employees of Public Hospital have different level of commitment. Meaning thereby in public hospital, Nurses have the highest commitment level followed by front office personnel, Technicians and Doctors.

Finally, except for front office personnel, employees of private hospital have high level of commitment than that of Public hospital. In both the types of hospital, front office personnel employees have the same level of commitment.

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