

EFFECT ON ORGANIZATIONAL COMMITMENT AND PERCEIVED ORGANIZATIONAL PERFORMANCE IN INDIAN GOVERNMENT HOSPITALS

Soumya Ranjan Pattanaik¹, (Research Scholar)

Dr. Saumya Bansal², (Research Supervisor)

^{1,2}Department of Management, Sikkim Professional University, Gangtok, (Sikkim)

Abstract

The idea of perceived organizational performance, which may be believed to be a reflection of the actual performance, is also crucial in terms of employee attitudes, and previous research has linked a favorable organizational environment to increased levels of organizational commitment. Due to the nature of the service provided, these factors are particularly relevant in healthcare settings. Thus, the employees' mental frames might affect the quality of service they provide. The purpose of this study was to determine the organizational environment's impact on organizational commitment and perceived organizational performance from the viewpoint of healthcare employees. This quantitative study used a self-administered questionnaire to gather information from healthcare professionals working in Indian public hospitals. Linear regression analyses were utilized to make sense of the data we gathered. Both employee dedication and satisfaction with the company's success were shown to be significantly connected with the atmosphere at their workplace. The results of a simple linear regression analysis showed that an optimistic work environment significantly predicts employee loyalty and positive evaluations of the company's success. We found a linear and positively correlated link between organizational atmosphere, employee dedication, and evaluations of the organization's effectiveness.

Keywords: Government hospitals, Organizational behavior, Climate, Commitment, Management, India.

Introduction

Since the 1930s, the connection between management and employees has received growing amounts of attention from both the corporate sector and the academic community. In the field of organizational behavior, employee attitudes towards their employer as a direct effect of their working conditions are a major topic of discussion. Both the individual employees and the work setting contribute to the behavior of workers in businesses. As such, the concept of "organizational climate" has been around since the late 1960s and is crucial to understanding employee actions in the workplace.

In a nutshell, the collective emotional state of a company's employees in relation to their jobs is known as the "climate" of that company [1]. Due to the subjective nature of the work environment, it might be difficult to adequately describe it. Nonetheless, it is undeniable that the atmosphere has a major impact on employees' sense of community, their relationships with coworkers, and their level of output [2]. Organizational success and performance, as well as employee dedication and loyalty, are all influenced by how employees feel about their workplace [3]. Employees' dedication to the company also correlates with and influences operational results. It has been proven that personal performance is related to loyalty to one's organization [4].

Employees' attitudes towards their employer and its goals might be characterized by the "organizational environment," as described by Payne et al. [5]. The social aspects that make up an employee's working environment were characterized by Churchill et al. as "organizational climate." If "how things are done around here" is a good definition of organizational culture, then "how it feels to work around here" is a good definition of organizational climate, as proposed by Mullins [6]. According to Griffin and Moorhead, an organization's climate is made up of employees' subjective impressions and the consistent patterns of their actions, beliefs, and emotions.

According to Robbins and Judge [7], organizational climate is an element of culture and can be defined as team spirit but at the organizational level. Uhl-Bien et al. [8] state that organizational culture, which can be defined as the shared beliefs and values within the organization, is one of the most influential factors in shaping employee behavior.

Objective of study

The goal of this research was to examine the connection between organizational environment, organizational commitment, and perceived organizational performance among health care professionals working in Government hospitals in India. This research will add to the existing body of knowledge by using the opinions of healthcare workers in public hospitals in India to demonstrate the impact that organizational environment has on employee commitment and the quality of their impressions of the organization's performance.

Methods

Current medical personnel at four of the five largest government hospitals in India were issued self-administered surveys. The data was analyzed and the underlying model was tested using SPSS version 22. The hypothesized model was tested by simple linear regression analysis.

The information was gathered by means of self-administered questionnaires, and then analyzed using basic linear regression to establish the nature and magnitude of the hypothesized correlation between variables. Questions were asked using 5-point Likert scales throughout the questionnaires.

The study's participants were chosen using a simple random selection procedure. Assuming a sample of $N = 975$ healthcare professionals in four government hospitals, to represent the universe at a 90% confidence level with a 5-point confidence interval. The sample size calculation for the current investigation yielded a result of 212 participants being needed. Before diving into the reliability analysis for hypothesis testing, the validity of the measuring tools investigated. All instruments have a Cronbach's Alpha greater than or equal to 0.7.

Analysis

The study used simple linear regression analysis since it relied on a single independent variable—organizational climate—to determine whether or not it had any bearing on the dependent variables. To begin, a regression analysis was run to see if there was any connection between company culture and employee loyalty. The reliability sig. coefficient is ($0.000 < 0.05$)

Table 1 Simple linear regression organizational commitment and organizational climate

| | B | Std. Error | Beta | t | Sig. |
|------------------------|-------|------------|------|-------|------|
| Constant | 1.695 | .214 | | 7.907 | .000 |
| Organizational Climate | .410 | .062 | .452 | 6.589 | .000 |

Dependent Variable: Organizational Commitment $R^2: 0.204$ Sig: < 0.05

Also, the regression analysis yielded the following equation for predicting organizational commitment by organizational climate:

Organizational commitment

$$= 1.695 + 0.410 (\text{Organizational climate})$$

Finding $R^2:0.204$ for the regression equation indicates that 20.4% of the variation in employee commitment can be accounted for by environmental factors in the workplace. To examine the connection between company culture and employees' impressions of their company's success, researchers employed a second linear regression analysis to track the data continuously. Perceived performance inside a business was shown to be significantly correlated with the quality of the workplace environment (p .05).

The regression analysis yielded the following equation for predicting perceived organizational performance by organizational climate: Findings from the regression analysis showed that organizational climate may explain 45.5% of the variation in employees' assessments of the quality of their workplace.

Perceived organizational performance

$$= 0.471 + 0.769 (\text{Organizational climate})$$

Table 2 Organizational climate and perceived organizational performance: simple linear regression

| | B | Std. Error | Beta | t | Sig. |
|------------------------|------|------------|------|--------|------|
| Constant | .471 | .223 | | 2.112 | .036 |
| Organizational Climate | .769 | .065 | .671 | 11.805 | .000 |

Dependent Variable: Perceived Organizational Performance $R^2 : 0.450$ Sig: < 0.05

Results

According to the results of the regression analysis, the environment of an organization has a significant impact on how well it is seen to be performing, and a modest impact on how dedicated its employees feel to their work. Predicting the impact of organizational environment on dependent variables like organizational commitment and perceived organizational performance is achievable thanks to equations derived from regression analysis. The study's findings shed vital light on how organizational environment affects employees' levels of dedication and satisfaction with their workplace, as well as how well their institution functions as a whole. Employees' organizational commitment and their impressions of their organization's success may be predicted in part by the atmosphere at their workplace, according to a regression study of data from public hospitals in India. **Conclusion** In order to increase employees' dedication to the company and their satisfaction with their supervisors' leadership, it is crucial to foster an atmosphere of trust through positive working relationships. It's important for workers to be able to share their concerns and get constructive criticism from their superiors. Also, forming work teams may enhance the workplace by creating an atmosphere of warmth and cooperation and decreasing conflict. Constantly another vital feature is the freedom for workers to make decisions and act independently inside their positions. At this juncture, decision-makers would do well to train themselves in participatory management techniques, which would help them delegate more authority to workers and improve workers' sense of ownership over the company. As a result of their design, organizations might be more receptive to new ideas and less resistant to change. As biological forms are responsive to their surroundings, such workplaces foster a spirit of adaptability and inspire

employees to think beyond the box. This means that morale in the workplace may be boosted along with employee dedication and the general impression of the company's effectiveness.

Reference

1. James LR, Choi CC, Ko CHE, McNeil PK, Minton MK, Wright MA, Kim K. Organizational and psychological climate: a review of theory and research. *Eur. J. Work Organ. Psy.* 2008;17(1):5–32.
2. Mullins L. *Management and Organizational behavior* ninth. Ed. Pearson Education: 2010.
3. Barth RT. Organizational Commitment and Identification of engineers as a function of organizational climate. *Relations Industrielles. Ind Relat.* 1974; 29(1):185–99.
4. DeCotiies TA, Summers TP. A path analysis of a model of the antecedents and consequences of organizational commitment. *Hum Relat.* 1987;40(7): 445–70.
5. Payne RL, Pheysey DC, Pugh DS. Organization Structure, Organizational Climate, and Group structure:an exploratory study of their relationships in two British manufacturing companies. *Occup Psychol.* 1971;45:45–55.
6. Griffin RW, Moorhead G. *Organizational behavior: managing people and organizations*, Eleventh Edition: South-Western Cengage Learning; 2014.
7. Robbins SP, Judge TA. *Organisational Behaviour*. Pearson Education: 2013.
8. Uhl-Bien M, Schermerhon JR and Osborn RN. *Organizational behavior: experience, grow, Contribute*. John Wiley and Sons inc.: 2014.