

A Study on Consistency among AC, CC and NC in a Teaching Hospital

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Abstract

The concept organizational commitment has grown in popularity in the literature on industrial and organizational psychology. Early studies on organizational commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty. Organisational commitment is understood as an attachment to the organisation and willingness to remain a member of the organisation. However, an employee can remain member of the organisation for variety of reasons. Allen & Meyer felt that organisational commitment is tri-dimensional viz., Affective, Continuance and Normative Commitment. The tri-dimensional theory has given new direction to the researchers to measure commitment in the three dimensions. To make this easier, Affective Commitment (AC) is "want to stay", Continuance Commitment (CC) is "have to stay" and Normative Commitment (NC) is "ought to stay". The three dimensions can be seen as three mind sets of employees.

The present study intended to know the consistency among AC, CC and NC in a teaching hospital, also to reveal the correlation among three dimensions of the employee commitment.

In this study Convenience sampling has been used for selection of the respondents. correlation and One way- Anova test statistical techniques were used for data analysis and interpretation. For data collection NRI medical college and Hospital, Guntur has been selected based on convenience and accessibility.

The present study identified that respondents possess more Affective commitment and Normative commitment than continuance commitment with respect to Occupation, Age, Experience, Gender. Correlation between CC And NC is found to be positive. Correlations between CC and AC, NC and AC are found to be negative.

Key words: *Organisational Commitment, Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC).*

Introduction

Meyer and Allen (1984) initially viewed organizational commitment as two-dimensional namely, affective and continuance. Meyer and Allen (1984), defined the first dimension, namely affective commitment as "positive feelings of identification with, attachment to and involvement in the work organization", and they defined the second dimension, namely continuance commitment as "the extent which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving". After further research, Allen and Meyer (1990) added a third dimension, namely normative commitment.

Allen and Meyer (1990) define normative commitment as "the employee's feelings of obligation to remain with the organization". Consequently, the concept organizational commitment is described as a tri-dimensional concept, characterized by the affective, continuance and normative dimensions.

Common to the three dimensions of organizational commitment is the view that organizational commitment is a psychological state that characterizes organizational members' relationship with the organization and has implications for the decision to continue or discontinue membership in the organization.

Definition of organisational commitment

Definitions of the concept organizational commitment include the description by O'Reilly (1989), "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization". Organizational commitment from this point of view is characterized by employee's acceptance of organizational goals and their willingness to exert effort on behalf of the organization (Miller & Lee, 2001).

Cohen (2003) states that, "commitment is a force that binds an individual to a course of action of relevance to one or more targets". This general

description of commitment relates to the definition of organizational commitment by Arnold (2005) namely that it is "the relative strength of an individual's identification with and involvement in an organization".

Miller (2003) also states that organizational commitment is "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization". Organizational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization's goals and values.

Theoretical Framework of commitment

Affective Commitment dimension (AC)

In organisational commitment the primary aspect in the model, proposed by Meyer and Allen, is affective commitment, which indicates the emotional attachment of an individual to the organisation. Meyer and Allen (1997, p 11) says affective commitment is an employee's emotional attachment to the organizational values. Employees with affective commitment identify themselves with the organizational philosophy. Therefore, AC prompts an employee's involvement in the organisational activities. Employees with affective commitment of an organisation would like to continue with the same organisation because they wish to continue. Employees committed on an affective level are loyal to the organisation because from their point of view 'personal employment relationship' and 'organisational goals & values' both are same.

Continuance Commitment dimension (CC)

Continuance commitment is the second aspect in the tri-dimensional model of organisational commitment. According to Meyer and Allen (1997), "Employees alertness about costs allied with leaving the organisation" is known as continuance

commitment. Its nature is calculative because of the employee's insight or weighing of risks and costs related to leaving the present organisation. Meyer and Allen (1991, p 67) further states that "Employees whose primary link to the organisation is based on continuance commitment remain with the organization because they need to ". It is clear that there is a difference between continuance and affective commitment. The latter involve that employee's continue in the organisation because they want to.

Normative Commitment dimension (NC)

In organisational commitment model final aspect is normative commitment. According to Meyer and Allen (1997) normative commitment is " a sense of obligation to continue employment". Internal normative view point of duty and requirement make employees obliged to maintain employment in the organisation. Meyer and Allen (1991, p 67) says that, Individuals with normative commitment believe that they have to remain with the firm". In terms of the normative commitment, the individuals sustain in organisation because they ought to do so or it is appropriate thing to do.

The combined influence of AC, CC and NC

Somers (2009) suggest research in commitment should focus on the combined influence of commitment on work outcomes. In his study, a sample of 288 hospital nurses, commitment profiles are compared to turnover intentions, job search behaviour, work withdrawal and job stress. Five empirically-derived commitment profiles emerged: highly committed, affective- normative dominant, continuance-normative dominant, continuance dominant and uncommitted. Outcomes of the study indicate that the most positive work outcomes are associated with the affective normative dominant profile which results in lower turnover intentions and lower levels of psychological stress.

Eight types of commitment profiles in organisation, which identified in hypothesis of somers they are: affective dominant, continuance dominant, normative dominant, highly committed, AC - CC dominant, AC - NC dominant, CC - NC dominant and uncommitted, five of the eight commitment profiles were reproduced using empirical clustering methods (In his study, the AC dominant, AC CC dominant and NC dominant profiles did not emerge). Somers says that commitment processes is very complex than earlier thought. It shows that the comparative levels of commitment for every individual influence how general state of psychological commitment is experienced. For instance, when affective commitment and normative commitment are high, the possibly negative consequences of Continuance commitment are soothed possibly because individuals don't feel immovable in their firms, but rather invested in them.

Possible negative effects of Continuance Commitment seem to be diminish when AC and NC are at high level at least for employee withholding. While developing beneficial models of commitment to organizations may increases beyond affective commitment. Somers (2009) studies focused on how combined dimensions of commitment influencing outcome variabels. And these outcome variables related to sustaining employees and citizenship behaviour.

Methodology

Population and sampling for the study:

There are 38 teaching hospitals (medical college cum hospital) have been found in Andhra Pradesh. Among them NRI Medical college and hospital, Guntur has been selected based on convenience and accessibility. Though the hospital comprises doctors, nurses, technicians, para-medical staff and office staff, the researcher decided to study commitment of doctors and nurses only with the basic assumption that doctors and nurses commitment is very critical to the success of the hospital.

Table-1. Population and sampling for the study

	PRESENT	QUESTIONNAIRES ADMINISTERED	QUESTIONNAIRES RECEIVED	Frequency	Percent
DOCTORS	41	22	12	12	27.2
STAFF NURSES	95	58	32	32	72.72
Total	136	80	44	44	100

Source: primary data through questionnaire

The table-1 shows the doctors and nurses present in the hospital. In the hospital there 41 doctors and 95 staff nurses are present. The questionnaire has been administered to those who are willing to participate in the study and available at the time of data collection. Out of 22 questionnaires administered to doctors, 12 have been received with complete response. Out of 58 questionnaires administered to nurses, 32 have been received for the process of the data. Forty four (44) respondents, includes doctors and nurses, have been studied in the present study.

Data collection

To study consistency among AC, CC and NC in NRI general hospital, primary and secondary data have been gathered. Primary data has been collected through a structured questionnaire developed by Allen and Meyer (1991) and personal observation. Secondary data has been collected through hospital manuals, website and the like.

Results and discussion

Table 2 : Mean values of CC, NC and AC with respect to occupation

Occupation		CC	NC	AC
DOCTOR	Mean	60.21	72.71	76.25
	N	16	16	16
	Std. Deviation	16.215	4.255	5.693
STAFF NURSE	Mean	48.75	74.17	76.35
	N	32	32	32
	Std. Deviation	5.727	4.06	6.468
Total	Mean	52.57	73.68	76.32
	N	48	48	48
	Std. Deviation	11.633	4.139	6.159

Source: primary data through questionnaire

Table-2 shows mean values of CC, NC and AC with respect to occupation of the NRI hospital respondents. From the above table it is apparent that in NRI hospitals doctors are having much continuance commitment than staff Nurse. Mean value of CC with respect to Doctors is 60.21 and staff nurse is 48.75, whereas normative commitment and affective commitment are almost same to both doctors and staff nurse.

Table: 3 Mean values of CC, NC and AC with respect to Gender

Gender		CC	NC	AC
MALE	Mean	58.89	72.22	76.67
	N	15	15	15
	Std. Deviation	15.87	3.917	5.634
FEMALE	Mean	49.7	74.34	76.16
	N	33	33	33
	Std. Deviation	7.833	4.124	6.461
Total	Mean	52.57	73.68	76.32
	N	48	48	48
	Std. Deviation	11.633	4.139	6.159

Table 3 shows mean values of CC, NC and AC with respect to Gender of the NRI hospital respondents. For Gender factor the above table disclose that male (58.89) respondents possess more continuance commitment than female (49.70). this implies that the male respondents feel more 'has to stay' in the organisation than the female respondents.

Table : 4 Mean values of CC, NC and AC with respect to Age

Age		CC	NC	AC
20-30	Mean	55.19	72.41	76.67
	N	18	18	18
	Std. D	13.047	3.58	5.717
31-40	Mean	50.17	75.17	76.67
	N	20	20	20
	Std. D	11.621	4.254	6.398
41-50	Mean	50.67	74	73.33
	N	5	5	5
	Std. D	5.477	2.789	7.817
51-60	Mean	53.33	70	80
	N	2	2	2
	Std. D	4.714	4.714	4.714
>60	Mean	55.56	73.33	74.44
	N	3	3	3
	Std. D	15.396	6.667	6.939
Total	Mean	52.57	73.68	76.32
	N	48	48	48
	Std. D	11.633	4.139	6.159

Source: primary data through questionnaire

Table-4 shows mean values of CC, NC and AC with respect to Age of the respondents. From the above table it is clear that people, whose age in between 20 to 30 and above 60 aged people have much continuance commitment than others. And mean values of CC with respect to them are 55.19 and 55.56 respectively. Respondents with age between 31-40 and 41-50 are likely to have greater normative commitment than others. Respondents of age between 51-60 years, demonstrates greater affective commitment than others with the mean value of 80.

Table-5 shows mean values of CC, NC and AC with respect to Experience of the respondents. All the respondents with varied experiences share almost equal degree of AC and NC. However, CC is found to be relatively low for all the respondents.

Table-5 Mean values of CC, NC and AC with respect to Experience

Experience		CC	NC	AC
0-5	Mean	56.67	72.42	76.67
	N	11	11	11
	Std. D	15.986	3.363	4.472
5-10 yrs	Mean	52.22	74.92	75.87
	N	21	21	21
	Std. D	11.172	4.548	6.984
10-15 yrs	Mean	47.67	73	76.67
	N	10	10	10
	Std. D	6.295	2.919	7.027
16-20	Mean	53.33	76.67	76.67
	N	1	1	1
	Std. D	.	.	.
>21	Mean	54.67	72	76.67
	N	5	5	5
	Std. D	11.205	5.578	6.236
Total	Mean	52.57	73.68	76.32
	N	48	48	48
	Std. D	11.633	4.139	6.159

Table-6 Correlations of CC, AC and NC

		CC	NC	AC
CC	Pearson Correlation	1	0.202	-0.218
	Sig. (2-tailed)		0.169	0.136
	N	48	48	48
NC	Pearson Correlation	0.202	1	-0.19
	Sig. (2-tailed)	0.169		0.196
	N	48	48	48
AC	Pearson Correlation	-0.218	-0.19	1
	Sig. (2-tailed)	0.136	0.196	
	N	48	48	48

Source: primary data through questionnaire

Table-6 represent values of correlations between CC, NC and AC. Correlation between CC And NC is found to be positive. Correlations between CC

and AC, NC and AC are found to be negative. However, the negative correlation is found to be very weak. Increase in NC lead to corresponding increase in CC as well and vice versa. Increase in

AC, want to stay, may lead to decrease in CC 'has to stay'.

Ho:- There is no significant difference between commitment and gender.

Table 7 : ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
CC	Between Groups	871.317	1	871.317	7.301	0.01
	Within Groups	5489.562	46	119.338		
	Total	6360.88	47			
NC	Between Groups	46.402	1	46.402	2.813	0.1
	Within Groups	758.923	46	16.498		
	Total	805.324	47			
AC	Between Groups	2.63	1	2.63	0.068	0.795
	Within Groups	1780.471	46	38.706		
	Total	1783.102	47			

Source: primary data through questionnaire

Table-7 shows values of gender and commitment through One-Way ANOVA test. From the table it is found that the 'p' value for NC (0.1) and AC (0.795) are greater than 0.05. But 'p' value of CC (0.01) is less than 0.05. Hence it is understood that there is significant difference between gender and CC. Therefore, Ho: There is no significant difference between gender and commitment has been accepted with respect to AC and NC while the hypothesis has been rejected with respect to CC. From the mean scores it is observed that male respondents possess greater CC than female respondents. However, the difference is not very significant.

Conclusion

The present study is undertaken to examine the consistency among AC, CC and NC in a teaching hospital. NC and AC are found to be almost same and greater than CC among all the respondents. Either alignment of value system between individual and organization or obligation to stay in the organization constitutes most of the employee commitment. Though it is found that the correlation between AC and CC is negative, it is almost negligible.

Somers suggests there are eight commitment profiles in organizations that include: highly committed, affective dominant, continuance dominant, normative dominant, AC-CC dominant, AC-NC dominant, CC-NC dominant and uncommitted. In this study, respondents of NRI are found to be AC-NC dominant. When AC and NC are high, the potentially negative effects of CC are weaken possibly because employees do not feel stuck in their organizations, but rather invested in them.

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