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Job Motivating Potential Score and Its Relationship with Employees' Organizational Commitment among Health Professionals

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Accepted: April 3, 2016**KEYWORDS:**job motivating potential,
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commitment,
teaching hospital**Abstract****Objectives:** Job motivation affects the productivity and performance, job satisfaction, and organizational commitment of the employees of each organization. Alternatively, understanding factors affecting motivation provokes a sense of creativity and innovation in employees. The purpose of this study was to investigate the relationship between jobs' motivating potential scores and employees' organizational commitment.**Methods:** A cross-sectional study was conducted in an educational hospital of Yazd, Iran, in 2014 and 2015. A total of 181 employees from different units of the hospital contributed to this study. We used the stratified-random sampling method for choosing the required sample from different wards. Required data were gathered using two valid questionnaires. After completing the questionnaires, collected data were analyzed using statistical software SPSS version 19. We used descriptive statistics, analysis of variance, and Spearman correlation coefficients in data analyses.**Results:** Results showed that the majority of study participants rated their jobs as low motivating and the mean motivating potential score and its three components (task identity, autonomy, and feedback) were below the mean standard. The motivating potential score and its three components, including job variety, feedback, and autonomy, have a significant positive correlation with organizational commitment. These results confirm that any improvement of job characteristics will lead to organizational commitment incensement.**Conclusion:** Our study observed a negative correlation between some motivating potential dimensions and some kinds of organizational commitment, including the correlation of task identity, skill variety, and feedback with normative commitment and the relation of task significance with affective commitment. These are surprising results that need to be studied more.

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1. Introduction

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives. They cannot succeed without their personnel efforts and commitment [1]. Employees' commitment to the organization is a crucial issue in today's healthcare. Commitment of employees can be an important instrument for improving the performance of organizations [2–4]. Research conducted on commitment has shown that employees with higher organizational commitment engage in organizational citizen behavior, and this, in turn, results in better performance and higher work motivation that are beneficial to the organization [5]. So employees' productivity is largely related to their motivation levels and a higher level of organizational commitment [6]. In organizational psychology, the commitment and motivation literatures have usually evolved independently to a certain extent [3]. By contrast, Altindis [7] remarked that commitment is one component of motivation and, is important that they gain a better understanding of two processes themselves and of workplace behavior by integrating theories of commitment and motivation. Later, commitment scholars have also begun to become more concerned with motivation-based variables since commitment has been reported as a motivational phenomenon [7].

Each job has a characteristic that affects an employee's tasks and makes people feel satisfied or dissatisfied with their jobs [8–11]. Characteristics such as responsibility, duty diversity, dignity at work, social responsibility, and job position inherently affect job satisfaction [12]. Certainly, jobs with more intrinsic value, higher independence, suitable diversity, and direct feedback encourage people to do their jobs better [13].

Employee motivation affects the productivity and performance, job satisfaction, and organizational commitment of the employees of each organization. Alternatively, understanding factors affecting motivation provokes a sense of creativity and innovation of employees [14].

Motivated individuals often perform better than other people. Therefore, it should always be provided to meet the needs of employees. In other words, the nature of work would be incentive [2,7]. Having job motivation to direct the intact motivation is necessary for the proper utilization of human resources. In order to motivate a person at work, it is essential to identify the real needs of human resources; if we do not discover the real needs of human resources and do not respond to them timely, the person is likely to leave the job [15]. Therefore, job designers and planners must seek every job motivation to help individuals operate with greater efficiency [16,17]. Motivation potential score (MPS) is a unique

index to predict an individual's behavior and includes the main elements of the job, such as skill variety, identity, significance, autonomy, and feedback. The index is based on Hackman–Oldham job characteristics theory [9]. Using MPS, one can calculate job potential to motivate staff, and identify jobs with low motivation potential and redesign those [18]. Researchers assume that job motivation helps committed workers make some contributions to the organization [7,19]. In other words, retention, attendance, motivation, and job productivity are the consequences of organizational commitment [20,21].

Many studies showed potential job motivation factors and their relationship with some variables in the workplace [8–10,13,18]. Employee commitment to the organization is a crucial issue in today's health system. Many researchers have sought to evaluate the factors that contribute to the various forms of commitment. As such, the aim of this study was to assess the relationship between potential job motivation and organizational commitment of staff in a hospital environment.

2. Materials and methods

A cross-sectional study was conducted on Shahid Sadoughi Hospital, Yazd, Iran in 2014 and 2015. Shahid Sadoughi Hospital is an educational hospital affiliated to Shahid Sadoughi University of Medical Sciences in Yazd province of Iran. With 21 clinical wards, 424 beds, and 16 surgery rooms, this medical center is the largest hospital in South East Iran. The purpose of this study was to investigate the relationship between jobs' motivating potential scores and employees' organizational commitment. A total of 181 employees from different units of the hospital contributed to this study. We used the stratified-random sampling method for choosing the required sample from different wards. Required data were gathered using two valid questionnaires, which are as follows. (1) Allen and Meyer (1990) organizational commitment questionnaire: This questionnaire has 24 questions with three organizational commitment dimensions (affective, continuous, and normative commitment), each with eight items. The respondents of this questionnaire are asked to indicate their agreement or disagreement with the questionnaire statements on a 5-point Likert scale (from completely disagree to completely agree), with scores ranging from 1 to 5 in direct and from 5 to 1 in reverse questions (9 items). A higher score of a respondent in each dimension of organizational commitment reflects greater commitment of that respondent in that dimension. In addition, based on the scoring system, the total score of each respondent is between 24 and 120. In this range, scores between 24 and 56, between 56 and 88, and higher than 88 are viewed as poor, moderate, and good commitments,

respectively. Reliability of the Persian version of this questionnaire has been established by using Cronbach α as 0.81 prior to the study. (2) John Wagner (1993) job diagnostic or job characteristics questionnaire: The job diagnostic questionnaire is a standard questionnaire compiled by John Wagner for evaluating the motivating potential. This questionnaire includes 15 questions in relation to job characteristics in five dimensions, namely, job variety (JV), task identity (TI), task significance (TS), autonomy (A), and feedback (F); each of these dimensions has three questions. The respondents of this questionnaire are also asked to indicate their agreement or disagreement with the questionnaire statements regarding their job on a 5-point Likert scale, from completely incorrect to completely correct, with scores ranging from 1 to 5. John Wagner has combined these dimensions and presented a predictable index, called MPS. MPS can be calculated through the mean of three job components (job variety, task identity, and task significance) multiplied by autonomy and feedback:

$$\text{MPS} = ([\text{JV} + \text{TI} + \text{TS}] \times 3) \times \text{A} \times \text{F}. \quad (1)$$

After calculating MPS for all jobs, the jobs are divided into three categories, including low motivating jobs (jobs with < 40% of the maximum MPS score), moderate motivating jobs (jobs with 40–70% of the maximum MPS score), and high motivating jobs (jobs with > 70% of the maximum MPS score). Reliability of the Persian version of this questionnaire has been established by using Cronbach α as 0.79 prior to the study.

In this study, for ethical consideration, informed consent has been obtained from all of the participants and their personal information was kept confidential. After completing the questionnaires, collected data were analyzed using statistical software SPSS version 19 (SPSS Inc., Chicago, IL, USA). We used descriptive statistics (percentages, averages, and standard deviation), analysis of variance, and Spearman correlation coefficients in data analyses.

3. Results

Demographic characteristics of the study participants are presented in Table 1. As specified in Table 1, aged women with a B.Sc. degree of education represented the highest percentage of participants in the study. In addition, the majority of study contributors were clinicians and married.

Tables 2 and 3 present the descriptive findings of jobs' MPS. As presented in Table 2, the majority of study participants rated their jobs as low motivating. As indicated in Table 3, the mean scores of MPS and its three components (task identity, autonomy, and feedback) are below the mean standard, which the should be improved.

Table 1. Demographic characteristics of study participants.

Variable		N (%)
gender	Female	122 (67.4)
	Male	59 (32.6)
	Total	181 (100)
Marital status	Married	145 (80.1)
	Single	36 (19.9)
	Total	181 (100)
Education	Diploma	3 (1.7)
	Associate degree	28 (15.5)
	B.Sc.	130 (71.8)
	M.Sc. and Ph.D.	20 (11)
Profession	Total	181 (100)
	Clinical	149 (82.3)
	Nonclinical	32 (17.7)
	Total	181 (100)

Table 2. Frequency of participants rating their jobs as high, moderate, and low motivating.

Job motivating potential	Frequency	%	
		High	Low
High	2	1.2	1.2
Moderate	36	19.8	19.8
Low	143	79.0	79.0

Descriptive findings of study participants' organizational commitment are presented in Table 4. As shown in Table 4, the majority of study participants had moderate organizational commitment, which could be improved.

Table 5 shows the correlation coefficients between MPS and organizational commitment. As presented in Table 5, MPS and its three components, job variety, feedback, and autonomy, have a significant positive correlation with organizational commitment. These results confirm that any improvement of job characteristics will lead to organizational commitment improvement.

4. Discussion

This study was aimed to examine the correlation of job motivating potential and organizational commitment of employees in an educational hospital. For this, a total of 181 clinical and nonclinical staff of an educational hospital of Yazd, Iran, completed John Wagner (1993) job diagnostic or job characteristics questionnaire and Allen and Meyer (1990) organizational commitment questionnaire. Our descriptive findings related to organizational commitment showed that the majority of study participants have a moderate level of organizational commitment. In addition, the majority of them had moderate scores of affective, continuous, and

Table 3. Mean scores of job characteristics and MPS index of studied jobs.

	Job variety	Task identity	Task significance	Autonomy	feedback	MPS
Standard mean	3.1	3.6	3.9	3.5	3.7	45.75
Mean	3.6	3.1	3.9	3.1	3.3	35.93
<i>p</i>	0.001	0.024	0.046	0.001	0.001	0.045

MPS = motivation potential score.

Table 4. Frequency of good, moderate, and poor organizational commitment among study participants.

	Normative commitment		Continuous commitment		Affective commitment		Organizational commitment	
	<i>N</i>	%	<i>N</i>	%	<i>N</i>	%	<i>N</i>	%
Good	7	3.9	1	0.5	17	9.4	2	1.2
Moderate	169	93.3	144	79.6	161	89.9	177	97.6
Poor	5	2.8	36	19.9	3	1.7	2	1.2
Total	181	100	181	100	181	100	181	100

Table 5. Correlation coefficients of MPS and organizational commitment.

	Normative commitment		Affective commitment		Continuous commitment		Organizational commitment	
	<i>r</i>	<i>p</i>	<i>r</i>	<i>p</i>	<i>r</i>	<i>p</i>	<i>r</i>	<i>p</i>
Job variety	-0.005	0.944	0.108	0.147	0.114	0.125	0.176	0.018
Task identity	-0.079	0.288	0.020	0.788	0.011	0.878	0.007	0.928
Task significance	0.090	0.043	-0.054	0.467	0.050	0.501	0.077	0.928
Feedback	-0.090	0.230	0.015	0.840	0.173	0.020	0.141	0.049
Autonomy	0.093	0.211	0.049	0.512	0.064	0.392	0.099	0.044
MPS	0.048	0.519	0.033	0.662	0.148	0.047	0.135	0.041

MPS = motivation potential score.

normative commitment. To date, several studies have been conducted to assess the level of organizational commitment among hospital employees. Rafiee et al [5], in a study in Yazd University of Medical Sciences, have reported the study participants' high level of organizational commitment. Mohammadi et al [22], in another study on the employees of health centers in Yazd province, have reported the same conclusion. However, Bahrami et al [6], in their research involving teaching hospitals of Yazd, Iran, have concluded that the organizational commitment level of these hospitals' nurses is within a moderate range. In recent decades, organizational commitment has been among the most important research topic in the field of organizational behavior due to its close relationship with many other individual and organizational factors. In general, descriptive results of our study, in addition to those of other similar studies, show that formulation and implementation of suitable strategies are essential to improve hospital employees' organizational commitment. The results of several studies, which have studied the relationship of a variety of personal and organizational variables with organizational commitment, can be helpful in this

manner. These studies, which have been widely conducted, have examined the various factors associated with organizational commitment and also a variety of the determinants or antecedents of organizational commitment. The results of these studies can create an effective basis of strategy formulation for health managers to improve the employees' organizational commitment. Some of the latest studies include the studies of Rafiee et al [3] to determine the relationship between health managers' ethical decision making and employees' organizational commitment and Maleki et al [23] to examine the relationship of organizational culture with employees' organizational commitment in hospital settings.

Our other descriptive findings showed that the majority of participants ranked the motivating potential of their jobs as moderate and poor. In addition, the mean score of the job motivating potential as well as its three dimensions, including task identity, autonomy, and feedback, were below the mean standard scores. These findings show that the motivating potential of hospital jobs needs to be improved. Job motivating potential provides the basis for employees' motivation, and

motivation has been identified as the basis of all human behaviors, in management literature. Therefore, low motivating potential of hospital jobs from the viewpoint of employees can make irreparable harm to the functions of these entities that heavily depend on their employees' performance. In this regard, in recent years some studies have investigated the motivating potential of different health related jobs and their results have been somewhat contradictory. Ghamari et al [24], in their study on the work therapists, and Ghamari et al [9], in their study on another sample of work therapists in Tehran, have reported on low motivating potential of work therapy; Faraji et al [25], in their study on the nurses of Kurdistan teaching hospitals, and Khalesi et al [8], in their research about different hospital jobs in Kerman teaching hospitals, have evaluated the motivating potentials of studied jobs as low and moderate. At the same time, Ahmadzadeh et al [13] in their study on the employees of Tehran University of Medical Sciences, Soleimani and Zanganeh [10] in their research on the hospital jobs in Neyshbaour, and Pourhadi et al [18] in their research on rehabilitation jobs in Tehran have reported the motivating potential of the studied jobs as good. In general, it seems essential for hospital managers to implement effective strategies in order to enhance the job motivating potential of their organizations, given the extraordinary role of employees' motivation in the quality of their work. For this purpose, redesign and reengineering of hospital jobs can be helpful. In addition, findings of studies about the relationship of job MPS and employees' organizational commitment can be helpful, similar to the findings of other studies conducted to investigate the determinants and barriers of job motivation. The latest studies, including those of Somense and Duran [26], Bahrami [2], Vali and Ravangard [27], and Mahmoudi et al [28], tried to extract the affective factors of job motivation, similar to the study of Oshvandi et al [16] that aimed to investigate the barriers of job motivation. Our analytical results showed a significant correlation between job MPS and employees' organizational commitment in the studied hospital at a significance level of < 0.05 . However, some dimensions of job motivating potential did not show a significant relationship organizational commitment. In this regard, studies of Altindis [7] and Obeidollah et al [25] confirmed the existence of the same relationship between these variables. Although there are few studies on this subject and more research is needed to draw a definitive conclusion, the few existing studies show that job motivating potential has a correlation with organizational commitment, which in turn can affect many performance factors. Therefore, implementation of any strategy to improve the motivating potential score of different hospital jobs will create many positive effects in hospital organizations through improvement of its employees' organizational commitment. In addition, a noteworthy result of our study was the observed negative

correlation of some motivating potential dimensions with some kinds of organizational commitment, including the correlation of task identity, skill variety, and feedback with normative commitment and the relation of task significance with affective commitment. These are surprising results that need to be studied more. Also note that this study has some limitations. First, the study was cross-sectional, and therefore generalization of its results to other entities and job categories should be performed with caution. Moreover, the analyzed data of this study were self-reported data and therefore have the limitations of this kind of data. Finally, we investigated the correlation between MPS and employees' organizational commitment, and therefore the results do not show the causal relationship between the study variables.

Conflicts of interest

All authors have no conflicts of interests to declare.

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