

WHEN THE FAT LADY SINGS:

Organizational Commitment in workers of a
decaying Portuguese Hospital

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AGENDA

- Purpose and Relevance
- Organizational Commitment
- Job Insecurity
- Method
 - Sample
 - Instruments
 - Data Analysis
 - Results
- Discussion
- Conclusions
- Limitations and Directions
- References



PURPOSE AND RELEVANCE

- Importance of employee perceptions about the Organization in the worker-organization relationship
 - Perceptions of Job Insecurity on Organizational Commitment
- Worker perceptions about the organization has been getting more and more attention and seems to have a definite impact in steering attitudinal and behavioral reactions (Bowen & Ostroff, 2004; Nishii, Lepak & Schneider, 2008; Wright & Nishii, 2006).



PURPOSE AND RELEVANCE

- Hospitals are a knowledge and human intensive industry where the ability not only to carry out the technical aspects of the job is important, but also the ability to connect and create a good relation with the patients is relevant and has a definite role on the patients quality of care and well being.



JOB INSECURITY

- The employee's "expectations about continuity in a job situation" (Davy et al, 1997, pp 323), and an overall concern (Van Vuuren, 1990);
- Perceptions of job insecurity negatively impacts:
 - employee well-being
 - job satisfaction,
 - employees' attitudes to remain in the organization
 - Employees' willingness to remain (Organizational Commitment)
 - health of individuals submitted to temporary work as well as permanent workers (Virtanen, Janlert, & Hammarström, 2011)



ORGANIZATIONAL COMMITMENT

- Bond that links the individual to the organization (Mathieu & Zajac, 1990).
- We adopted in this study Meyer and Allen's three component model (1991, 1997; Allen & Meyer, 1990)
 - Affective Commitment;
 - Normative Commitment;
 - Continuance Commitment;
- We also used Meyer and Allen's Affective, Normative and Continuance Commitment Scale (1997).



METHOD :: PROCEDURES

- Decaying Hospital - gradually closing wards; staff reduction steady over the years; lay offs; the strong chance it will shut down if economic and Organizational Performance indicators do not prove sustainability by the end of this year

We need to focus on the people who take care of people!



METHOD :: SAMPLE

- 140 respondents (out of the circa 200 workers of the institution +/- 70% Response Rate)
- Between 22 and 74 years old (mode= 53, M= 43.4; SD= 10.5);
- 79.3% female respondents; 16.4% male respondents; 4.3% did not answer;
- Seniority: values range between less than a year to up to 43 years (mode=3, M= 16.2, SD= 11.6);
 - A significant amount of workers (50%) have an effective contract (hired with no predetermined ending) with the organization.



METHOD :: SAMPLE

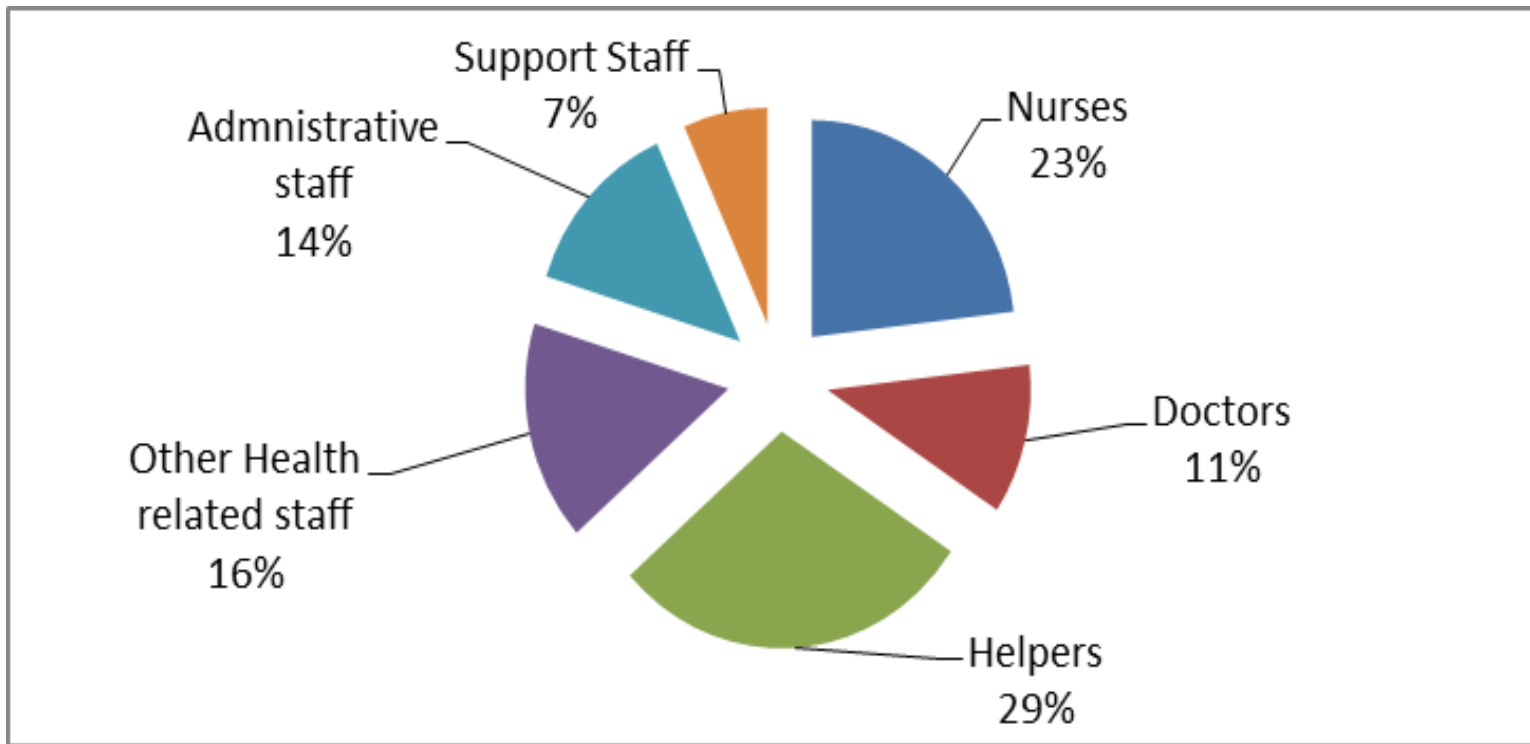


Figure 1. Percentages of respondent staff in different job functions in the Hospital

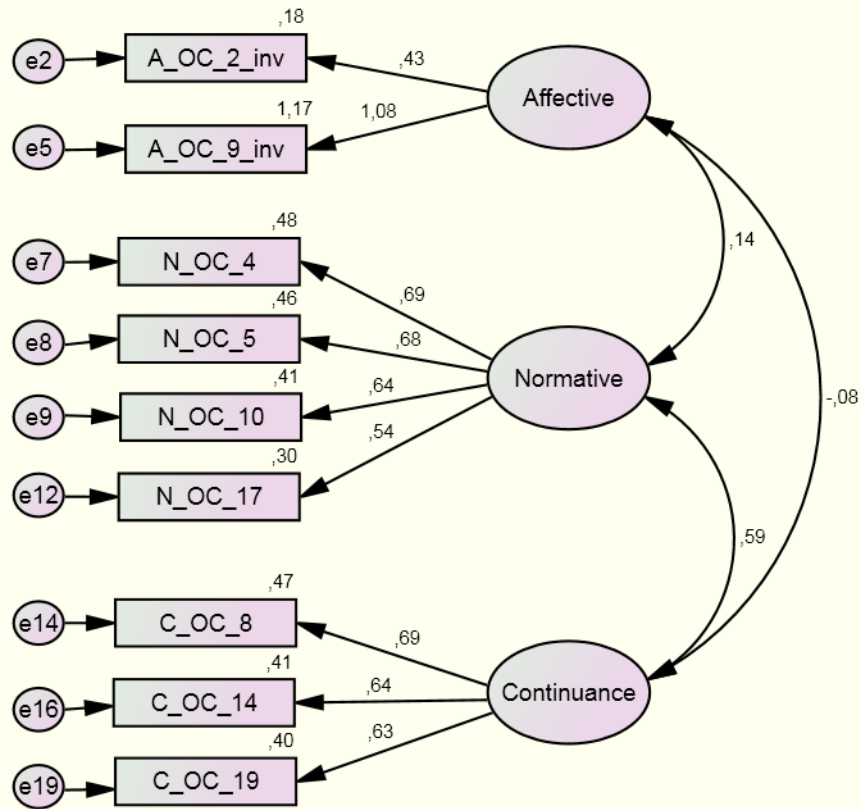


METHOD :: DATA ANALYSIS

- Confirmatory Data Analysis of Meyer and Allen's (1997) Organizational Commitment Scales
- Structural Equations Modelling



METHOD :: RESULTS

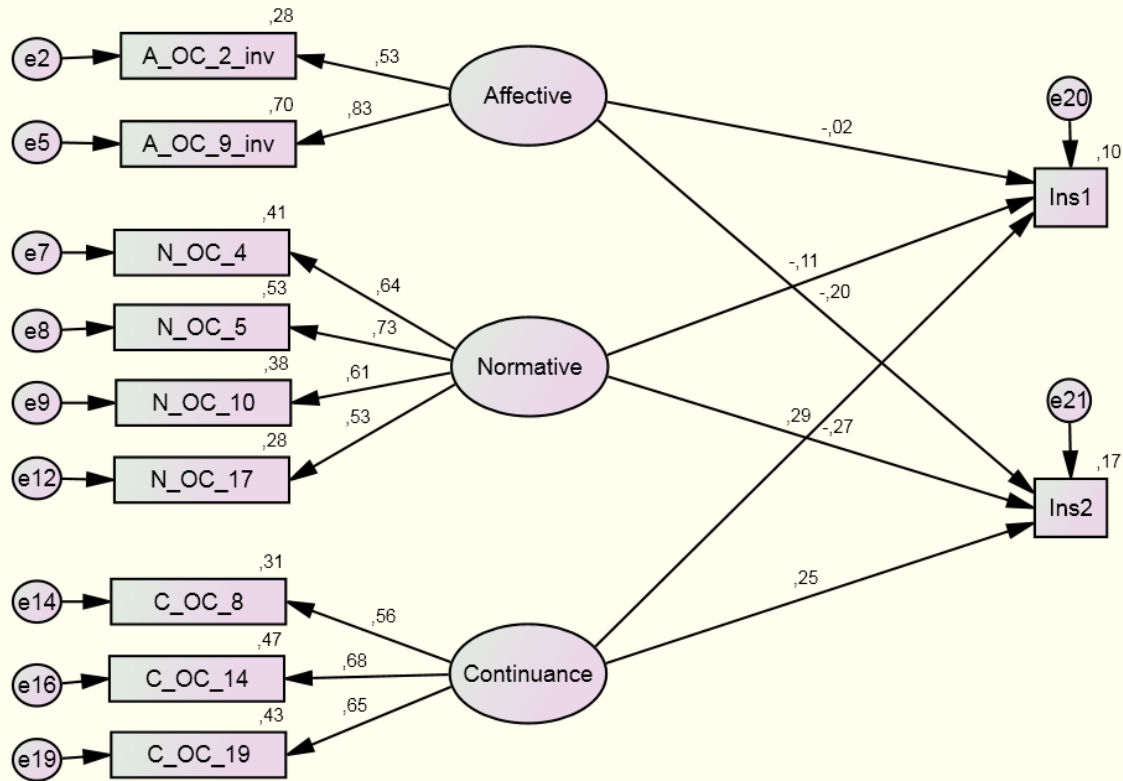


METHOD :: RESULTS

	χ^2	df.	χ^2/df	AGFI	CFI	RMSEA	Confidence interval (90%)
Original model (Meyer & Allen, 1997) 19 items	378,259**	149	2,539	.720	.708	.105	.092- .118
Respecified Original model (Meyer & Allen, 1997) 19 items	311,651**	145	2,149	.762	.788	.091	.077 - .105
Model obtained by Martins, Rebelo and Tomás (2011) 13 items	171,39**	62	2,764	.777	.767	.113	.093 - .133
Model obtained in present study 9 items	40,351**	24	1,618	.895	.935	.070	.028 - .107



METHOD :: RESULTS



METHOD :: RESULTS

- Quality of the model

χ^2	df.	χ^2/df	AGFI	CFI	RMSEA	Confidence interval (90%)
124,108**	44	2,821	.800	.867	.114	.091- .138



METHOD :: RESULTS

			Estimate	S.E.	C.R.	P
Ins1_1	<---	Affective	-,015	,078	-,188	,851
Ins1_1	<---	Normative	-,089	,078	-1,139	,255
Ins1_1	<---	Continuance	,236	,082	2,895	,004**
Ins2_1	<---	Affective	-,230	,108	-2,139	,032*
Ins2_1	<---	Normative	-,314	,107	-2,937	,003**
Ins2_1	<---	Continuance	,285	,111	2,564	,010*

* p<0,05; ** p<0,01

Ins1 – I am concerned with the Hospital's future

Ins 2 – I am concerned with my professional future



RESULTS :: IN SUM

- CFA indicates good fit indices
- SEM indicates
 - Concerns about the future of the Organization have significant positive impact on Continuance Organizational Commitment (more concerns that the Organization might close → higher perceived costs of leaving)
 - Concerns about the professional future have a significant impact in all components of OC:
 - Negative Impact on AOC and NOC (more concerns about the professional future → lower feelings of belonging and identification with the Organization and less feeling of a moral obligation to remain)
 - Positive Impact on COC (more concerns about the professional future → higher perceived costs of leaving)



DISCUSSION & CONCLUSIONS

- Continuance OC
 - Also know as instrumental, calculative commitment
 - Some authors consider this a “non desirable” type of commitment.
 - Significantly influenced by both types of Job Insecurity we approached.
 - The more people fear unemployment or change, the higher the concern also that they will not get the same (or similar) conditions in the future



DISCUSSION & CONCLUSIONS

- Normative and Affective OC
 - The desirable types of OC
 - Reduced in a statistically significant manner with concerns about the subjects professional future
 - People tend to have lower feelings of “love” and a “moral obligation to remain” in the organization more when they feel that they will not be able to work in their field in the near future more than when they feel that the organization is threatened



DISCUSSION & CONCLUSIONS

- “the anticipation of harm can have effects as potent as experiencing the harm itself” (Lazarus, 1966), in the sense that experiencing a fear for the future and not only a bad present can impact the bond of the worker with the organization.
- Organizational Commitment is inversely connected with withdrawal intentions;
- One might extrapolate that these results show some empirical evidence that Job Insecurity is prone to make workers want to leave the organization and more fearful of what the future might bring at the same time.
 - Stresses the importance of Organizational Internal Image, Organizational Climate, Organizational Communication.
 - Outplacement, Relational/learning Psychological Contract
 - **Perceptions as important – if not more important - than actual facts in HRM!**



LIMITATIONS & DIRECTIONS

- Small sample
 - Need to replicate the study
- Instrument for measuring Job Insecurity was not validated to the Population
 - Use of an instrument validated and more discussed in the literature to measure Job Insecurity.
- Is this a direct relationship or are there mediating factors involved? (e.g. Personality Factors? Stress Coping Strategies? Seniority? Pay grade? Etc.)



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MUITO OBRIGADA!



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