

Work Attitudes of Doctors as a Precursor to Patient Care: A study of Indian Healthcare Sector

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ARTICLE DETAILS

Article History

Published Online: 10 October 2018

Keywords

Healthcare, Job Satisfaction, Organisational Justice, And Organisational commitment

ABSTRACT

Healthcare forms an essential part of the service sector. The work attitudes carried by doctor's form a very pertinent aspect to be delved into with respect to complex hospital work environment where patient care is at the fore.

This study investigates the variables of organizational justice (distributive, procedural & interactional), general job satisfaction and organizational commitment (affective, continuous & normative) for 200 full time doctors working in Public, Private and Trust sector hospitals in North India.

The data for the study is collected with the help of standardized tools through purposive sampling and is analyzed using correlation and regression techniques.

Mediation of general job satisfaction in relationship to organizational justice and organizational commitment has also been studied. Significant results have been presented and implications discussed. The study can be used to evaluate existent HR practices and enhance perceptions of work attitudes.

1. Introduction

The aspects of human resource development pose peculiar challenges for the healthcare sector. The providers of healthcare play an indispensable role in our lives and are continuously being viewed as service providers in today's era. Since hospitals have a service orientation and patients are treated more like consumers, it becomes pertinent to understand the variables, which impact the overall services rendered to the patients by the doctors and the non-medical staff. To arrive at satisfied patients the doctors and the healthcare staff needs to be treated the right way in the organization so that they remain satisfied and committed towards their job. Work attitudes that have the components of emotion, information and behavior according to Fred Luthans (2012) are very relevant aspects to be understood in complex hospital organisations. The aspects of monetary remuneration have importance but limited role whereas emotional aspects involve feeling or have affects, which can be positive, neutral or negative. Change in attitudes is at times most important for successful management as the strength of Human Resource Management systems lies in the focus on the organizational climate defined as a shared perception of what the organization is like as far as its practices, policies, procedures, routines and rewards go. The three important variables of work attitudes that are being considered are general job satisfaction, organizational commitment and organizational justice.

General Job Satisfaction (GS) is related to contentment that the employees get from the work from many factors as optimal work arrangements, the possibility to participate actively in the decision-making process, effective communication among staff and supervisors and to be able to express freely one's opinion. Collective problem solving and the attitude of management are also important to general satisfaction of the employees. *Organizational justice (OJ)* can be referred to as the employee's perception in regards to the treatment meted to them in the organization.

Distributive Justice (DJ) is the type of justice that refers to outcomes being distributed proportional to inputs - the so-called equity principle according to Adams (1965).

Procedural justice (PJ) is concerned with fairness of the decision process leading to a particular outcome whereas *Interactional Justice (IJ)* Interactional justice refers to the quality of the interpersonal treatment received by those working in an organization, particularly as part of formal decision-making procedures. *Organizational commitment (OC)* is explained as the bond an employee feels with the organization or the sense of belonging. *Normative Commitment (NC)* reflects the obligatory feeling or sense of responsibility towards the organization. *Continuance Commitment (CC)* this reflects the willingness of the employee to continue working with the organization whereas *Affective Commitment (AC)* is the most important aspect reflecting as employees representing the organization as brand ambassador

Literature of organizational justice studies shows that OJ studies have unique relationship with the aspects of job satisfaction and organizational commitment. Since most studies on doctors focus on problem areas and no study exists for all these work attitudes for the three sectors of public, private and corporate the researcher was motivated to conduct this study.

2. Method

The research has been restricted to 200 doctors working in government, corporate and trust hospitals of Punjab and Chandigarh Tricity area. Purposive non-probability sampling has been used and the regular employed doctors with minimum one year of experience have been studied. The research instruments of Minnesota satisfaction questionnaire, The Allen Mayer instrument & Niehoff and Moorman have been used for Job satisfaction, organizational commitment and

job satisfaction respectively. For data analysis AMOS was used.

3. Results

The demographics of the data set reveal the details as enlisted (Table 1)

		Frequency (n=200)	Percentage
Organization	Corporate	77	38.5%
	Government	52	26%
	Trust	71	35.5%
Gender	Male	130	65%
	Female	70	35%
Age in years	< 35 yrs	71	35.5%
	35 – 45 yrs	100	50%
	> 45 yrs	29	14.5%
Approx. Working Hours	Less than 4 hours	70	35%
	4 to 8 hours	121	60.5%
	Between 8 to 10 hours	9	4.5%
	Over 10 hours	0	0.0%
Tenure with the employer	1 year	46	23%
	Between 1-3 years	55	27.5%
	Between 3-5 years	17	8.5%
	More than 5 years	82	41%

TABLE 1 Demographics

The details of mean values of the work attitudes sector wise have been enlisted as below (Table 2).

VARIABLE	SECTOR	N	Mean	Std. Deviation	f value	p value
Distributive justice	Government	52	17.44	3.47	2.56	0.08
	Corporate	77	16.31	4.28		
	Trust	71	17.58	3.12		
	Total	200	17.06	3.72		
Procedural justice	Government	52	20.4	4.42	2.07	0.13
	Corporate	77	18.78	5.87		
	Trust	71	20.11	4.29		
	Total	200	19.68	5.02		
Interactional justice	Government	52	31.13	6.99	1.17	0.31
	Corporate	77	29.38	8.57		
	Trust	71	31.03	7.04		
	Total	200	30.42	7.66		
General Satisfaction	Government	52	73.71	9.74	0.9	0.41
	Corporate	77	71.21	12.4		
	trust	71	72.8	9.68		
	Total	200	72.43	10.82		
Affective Organizational Commitment	Corporate	77	27.03	4.77	0.61	0.547
	Govt.	52	27.52	4.71		
	Trust	71	27.86	4.41		
	Total	200	27.45	4.62		
Continuous Organizational Commitment	Corporate	77	23.6	5.02	11.7	0.00**
	Govt.	52	22.96	4.24		
	Trust	71	26.38	3.46		
	Total	200	24.42	4.54		
Normative Commitment	Corporate	77	26.95	3.32	1.274	0.282
	Govt.	52	27.17	3.56		
	Trust	71	27.76	2.63		
	Total	200	27.3	3.16		

Significant at 0.01 level of significance

TABLE 2 Sector Wise mean values for DJ, PJ, IJ, GS and OC

Mediation Results

			Estimate	S.E.	C.R.	P
CC	<---	DJ	0.23	.087	6.287	.04
AC	<---	DJ	.528	.080	6.615	***
NC	<---	DJ	-.018	.060	-.297	.767
AC	<---	IJ	.290	.037	7.734	***
CC	<---	IJ	-.049	.042	-1.180	.238
NC	<---	IJ	.004	.029	.144	.886
AC	<---	PJ	.389	.059	6.578	***
CC	<---	PJ	-.028	.064	-.429	.668
NC	<---	PJ	-.017	.045	-.388	.698

Table 3: Regression Weights for direct relationship between dependent and independent variable

Table 3 shows the direct relationship between dependent and independent variables. As seen in the table significant relationship has been found among DJ, PJ, IJ and AC. CC has been found significantly related with DJ only. In case of DJ &

NC, PJ & NC, IJ & NC, PJ&CC, IJ &CC the relationship has been found insignificant, therefore these relations are not studied in further mediation analysis.

			Estimate	S.E.	C.R.	P
GS	<---	DJ	1.817	.161	11.280	***
AC	<---	GS	.211	.032	6.628	***
AC	<---	DJ	.145	.092	1.569	.117

Note: S.E. = Standard error; C.R. = critical ratio; p= Significance value

Table 4: Regression weights for the path of DJ, AC after mediator variable (GS) enter the model

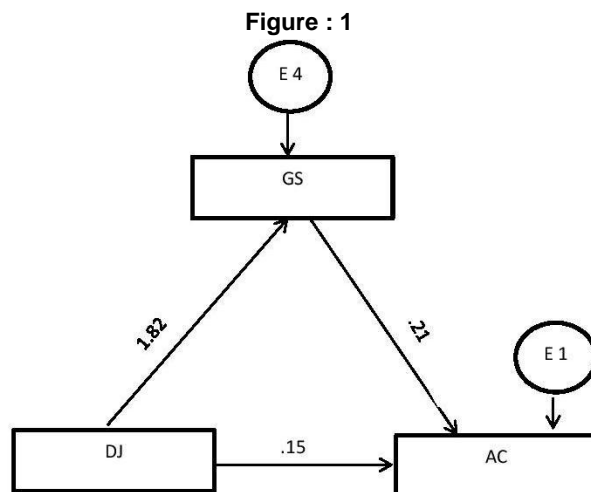


Figure : 1

The relationship among affective commitment, general satisfaction and distributive justice with the help of path analysis has been analysed. Table 3 shows the results of regression analysis related to unmediated relationship between DJ and AC. Also Shown are the results of regression weights after entering mediator variable (GS). Distributive justice is found to be directly and positively related to affective commitment (B=0.528, p=.00). Distributive justice is positively related to GS (B=1.817, p=.00). GS is found positively related to affective commitment (B=0.211, p=.00). As evident from the table that direct effect between DJ and AC (B=0.145, p=.117)

is reduced and insignificant after entering the mediator variable, therefore it can be interpreted that GS fully mediates the relationship between DJ and AC.

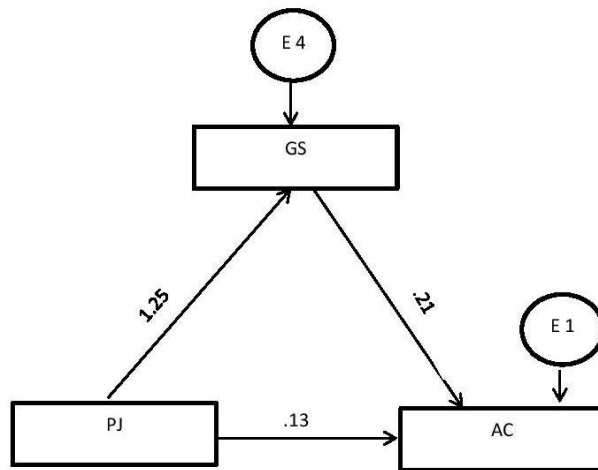
To test the validity of mediator model, bias - corrected bootstrap 95% confidence interval was performed. The results of bootstrap validated the indirect effect of distributive justice on affective commitment through GS (.240, .528). Thus GS has been found as significantly mediating the relationship between distributive justice and affective commitment.

			Estimate	S.E.	C.R.	P
GS	<---	PJ	1.245	.125	9.971	***
AC	<---	GS	.206	.030	6.815	***
AC	<---	PJ	.133	.065	2.033	.042

Note: S.E. = Standard error; C.R. = critical ratio; p= Significance value

Table 5: Regression weights for the path of PJ, AC after mediator variable (GS) enter the model

Figure : 2



The relationship among affective commitment, general satisfaction and procedural justice with the help of path analysis has been analysed. Table 3. shows the results of regression analysis related to unmediated relationship between PJ and AC. Table 1. shows the results of regression weights after entering mediator variable (GS). Procedural justice is found to be directly and positively related to affective commitment (B=0.389, p=.00). Procedural justice is positively related to GS (B=0.1.245, p=.00). GS is found positively related to affective commitment (B=0.206, p=.00). As evident from the table that direct effect between PJ and AC (B=0.13,

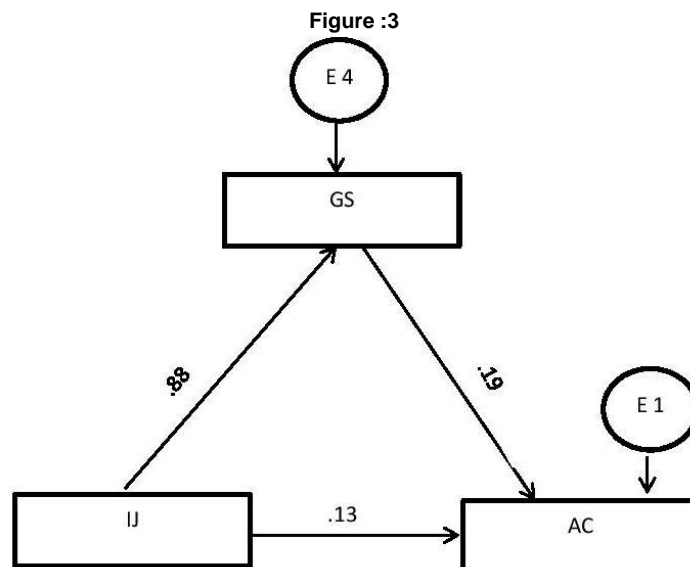
p=.00) is reduced, but is still significant after entering the mediator variable, therefore it can be interpreted that GS partially mediates the relationship between PJ and AC.

To test the validity of mediator model, bias - corrected bootstrap 95% confidence interval was performed. The results of bootstrap validated the indirect effect of Procedural justice on affective commitment through GS (.170, .349). Thus GS has been found as significantly mediating the relationship between Procedural justice and affective commitment.

			Estimate	S.E.	C.R.	P
GS	<---	IJ	.875	.079	11.138	***
AC	<---	GS	.186	.031	5.963	***
AC	<---	IJ	.127	.044	2.895	.004

Note: S.E. = Standard error; C.R. = critical ratio; p= Significance value

Table 6: Regression weights for the path of IJ, AC after mediator variable (GS) enter the model



The relationship among affective commitment, general satisfaction and interactional justice with the help of path analysis has been analysed. Table 3. shows the results of regression analysis related to unmediated relationship between PJ and AC. Table 1. shows the results of regression weights after entering mediator variable (GS). Interactional justice is

found to be directly and positively related to affective commitment (B=0.29, p=.00). Interactional justice is positively related to GS (B=0.875, p=.00). GS is found positively related to affective commitment (B=0.186, p=.00). As evident from the table that direct effect between IJ and AC (B=0.13, p=.00) is reduced, but is still significant after entering the mediator

variable, therefore it can be interpreted that GS partially mediates the relationship between IJ and AC.

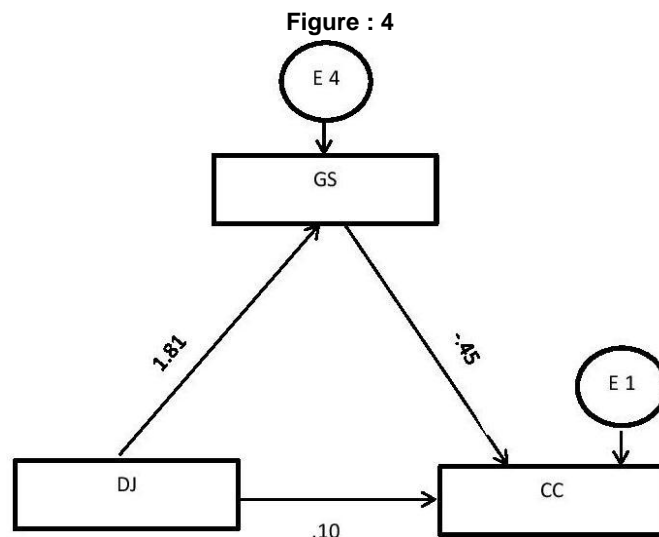
To test the validity of mediator model, bias - corrected bootstrap 95% confidence interval was performed. The results

of bootstrap validated the indirect effect of interactional justice on affective commitment through GS (.106, .231). Thus GS has been found as significantly mediating the relationship between interactional justice and affective commitment.

			Estimate	S.E.	C.R.	P
GS	<---	DJ	1.817	.161	11.280	***
CC	<---	DJ	.107	.110	.973	.330
CC	<---	GS	-.045	.038	-1.198	.031

Note: S.E. = Standard error; C.R. = critical ratio; p= Significance value

Table 7 : Regression weights for the path of DJ, CC after mediator variable (GS) enter the model



The relationship among continuance commitment, general satisfaction and distributive justice with the help of path analysis has been analysed. Table 3. shows the results of regression analysis related to unmediated relationship between DJ and CC. Table 1. shows the results of regression weights after entering mediator variable (GS). Distributive justice is found to be directly and positively related to continuance commitment (B=0.23, p=.00). Distributive justice is positively related to GS (B=1.817, p=.00). GS is found positively related to continuance commitment (B= -.045, p=.00). As evident from the table that direct effect between DJ and CC (B=0.107, p=.330) is reduced and insignificant after entering the mediator variable, therefore it can be interpreted that GS fully mediates the relationship between DJ and CC.

To test the validity of mediator model, bias - corrected bootstrap 95% confidence interval was performed. The results of bootstrap validated the indirect effect of Distributive justice on continuance commitment through GS (-.219, -.12). Thus GS has been found as significantly mediating the relationship between Distributive justice and continuance commitment.

4. Discussion & Conclusion

To conclude direct relationship has been seen for all the three variables that is distributive justice, general satisfaction and affective commitment. Full mediation has been seen in the case of relationship between distributive Justice, General Satisfaction & Affective Commitment.

In the case of Distributive Justice, General Satisfaction and Continuous Commitment, Partial mediation has been seen. For Procedural Justice, General Satisfaction and Affective Commitment and the case of Interactional Justice, General Satisfaction and Affective commitment again partial mediations are seen. Overall as seen in previous studies lack of justice impacts general satisfaction and in turn organizational commitment.

In order to fulfill expectations of patient satisfaction, doctors need to maintain their personal commitment to the organization where they are employed. Management should ensure inclusion of medical personnel in all-important decision making as advisory board. General satisfaction and Affective commitment to be enhanced for making organizations perceived more just. Organizational commitment is enhanced in doctors through the organizational policies of allowing the doctors more power in decision-making process in their area of work through low management control. Equal opportunity should exist for all doctors at all levels of functioning and there should be a fair practice with respect to the selection, promotion and entitlement.

Satisfied, committed doctors working as brand ambassadors work best in dynamic hospital environment in turn impacting patient experience.

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