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## Investigations of Organizational Commitment of Healthcare Professionals in Terms of Personal and Business Factors

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### Abstract

Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization's goal. In this study, the organizational commitment perceptions of health sector employees have been compared based on demographic variables and job characteristics using a comparative correlational research design. The sample of this study consists of 397 employees working at different levels in a company operating in the Konya health sector. Personal Information Form and Organizational Commitment Scale have been used to collect research data. According to the findings of the study, it has been observed that the affective commitment of the participants was high, whereas other organizational commitment perceptions were moderate. Participants' perceptions of organizational commitment differ according to gender, age, professional seniority, position and working duration. In the light of these data, it is proposed that the institutions provide the necessary support and training in order to increase the organizational commitment of the employees.

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### Introduction

Mowday et al. (1982) indicated that individuals have high commitment toward their organizations if they have good connections to their organizations. A high organizational commitment benefits the employee, the organization, and society. Thus, the commitment of healthcare professionals can be seen as a bridge between individual professionals and their health organizations. Organizational commitment is as a view of an organization's member's psychology towards his/her attachment to the organization that he/she is working for (Chen et al., 2015; Luchak & Gellatly, 2007). Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization's goal (Klein et al., 2014; Reevy & Deason, 2014). The study of commitment began with sociological theories analyzing the impact of punitive systems on socially accepted values (Becker, 1960; Juaneda et al., 2017; Lafer & Tarman, 2019). However, Porter et al. (1974) took a sociological and psychological approach, and this was probably the source of the study of the links between the individual and the organization from the perspective of organizational behavior (Gocen, 2021; Kasalak, 2019; Robbins, et al., 2019; Strunc, 2019; Walter et al., 2021). A few decades later, organizational commitment is a complex concept that continues to be actively studied (Meyer et al., 2004; Allen, 2003; Cohen, 2007; González &

Guillén, 2008; Walumbwa et al., 2010; Stazyk et al., 2011; Klein et al., 2014; Reevy & Deason, 2014; Tarman & Dev, 2018; Yousef, 2017; Zayas-Ortiz et al., 2015; Wang et al., 2017). Although new approaches have emerged recently (for example, Klein et al., 2014), most researchers agree that organizational commitment should be treated as a multidimensional structure (Back et al., 2011) and consistent correlations with other concepts differ according to dimensions. However, there is no consensus on their interpretation due to the use of different measurement tools and findings regarding the internal structure.

Organizational commitment in the workplace is the link between employees and their organization. Generally, employees who show commitment to their organization often feel a connection with their organization, they feel they are suitable to work in that workplace and understand the organization's goals. The added value of these types of employees is that they are more committed to their jobs, show relatively high productivity, and are more proactive in offering their support (Swales, 2002). While Klein et al. conceptualized commitment as a one-dimensional structure; they found that commitment was associated with various indicators of organizational effectiveness (Klein et al., 2012). These indicators are:

- job satisfaction,
- identification with the organization and
- Turnover intentions.

Studies on organizational commitment have also shown that this type of commitment is related to personal characteristics and organizational effectiveness. Many employees feel connected to their organization, and this relationship can affect both sides (Dick & Metcalfe, 2001; Moss, McFarland, Ngu & Kijowska, 2006; Meyer & Allen, 1991). In fact, organizations that treat their employees fairly, reward them and make them feel like part of a team report more positive individual and organizational findings (Colquitt, 2001). Authors have questioned the relationships between organizational commitment and job performance due to overlap between organizational commitment and other structures (Klein et al., 2012). To overcome some of the problems, Luchak and Gellatly (2007) examined both linear and non-linear relationships between organizational commitment and three work outcomes in three environments: profit expectation, absenteeism, and job performance (Luchak & Gellatly, 2007; Jacobsen Koepke, et al., 2019).

The linear model showed that affective commitment is more strongly associated with work outcomes than continuance commitment (Luchak and Gellatly, 2007; Preuss et al, 2021). Therefore, this finding was supported by previous studies. Organizational commitment affects the relevant products and findings of the workplace in a non-linear way. A distinguished theory in organizational commitment is the Three Component Model (TCM). According to this theory, organizational commitment has three different components (Allen & Meyer, 1990):

*Affective commitment:* This is an employee's emotional commitment to the organization. High affective commitment reveals that an employee has a high level of active commitment and is likely to subsequently stay in the organization for a long time. Affective commitment also means that an employee is not only happy, but also engaged in the organizational activities such as participation in discussions and meetings, giving valuable inputs or suggestions to help the organization, proactive work ethics, etc. (Wiener, 1982).

Affective commitment, the first type of organizational commitment, is about how long employees want to stay in their organization. An employee's affective commitment to their organization means they want to stay in their organization. These employees often identify with organizational goals, feel that they fit into the organization and are satisfied with their work. Affectively committed employees feel valued, act as ambassadors for their organization, and are often great assets for organizations (Rakhshanimehr & Jenaabadi, 2015; Tarman, 2016).

*Continuance commitment:* This is the level of commitment where an employee would think that leaving an organization would be costly. When an employee has a continuance commitment, they want to stay within the organization for a longer period of time because they think they need to stay so they have already invested enough energy and feel attached to the organization. This attachment is both mental and emotional. For example, over a period of time a person tends to develop a commitment to his/her workplace, and this may be one of the reasons why an employee would not want to quit because they are emotionally invested (Obeng & Ugboro, 2003).

Continuance commitment is about how employees feel the need to stay in their organization. For employees who make a continuance commitment, the underlying reason for their commitment lies in their need to stay in the organization. Possible reasons for the need to stay in organizations vary, but the main reasons are related to the lack of job alternatives and wages (Mowday et al., 1982). A good example of a continuance commitment is that employees feel the need to stay in their organization because if they move to another organization, their salary and benefits will not increase. Such instances can become a problem for organizations because employees who are committed to continuance may be unwilling to leave the organization even if they are not satisfied with their job (and may be disconnected from their jobs) (O'Reilly & Chatman, 1991).

*Normative commitment:* This is the level of commitment where an employee feels obligated to stay in the organization and where they feel staying in the organization is the right thing to do. What are the factors that lead up to this type of commitment? Is it a moral obligation where they want to stay because someone else believes in them? Or do they feel that they are treated fairly here and do not wish to take the chance of leaving the organization to find themselves between the devil and the deep sea? This is a situation where they believe they should stay in the organization (Allen & Meyer, 1990). Normative commitment is about how much employees feel they need to stay in their organization. Employees who demonstrate normative commitment often feel they should stay within their own organization. Normally, committed employees feel guilty about the disastrous consequences of leaving their organization and the possibility of leaving (Green, 2008).

The reasons for such guilt are often related to the employees' feeling that when they leave the organization it will create a gap in knowledge / skills, which in turn increases the pressure on their colleagues. These kinds of emotions can affect the performance of employees working in organizations negatively. Professional commitment is an important indicator that determines the work behavior of employees (Zheng & Wu, 2018) and it shows attitude towards the chosen job (Blau, 1985; Wang & Shen, 2012). The definition of professional commitment is equivalent to career commitment (Carson & Bedeian, 1994) or professional commitment. Organizational commitment has been emphasized as the primary attitude variable in developing

voluntary commitment to provide motivation (McCormick & Donohue, 2016) and providing this situation for long period of time (Andersen, 2019; Stirling et al., 2011 ; Vecina et al., 2012).

As a result, the importance of employee commitment for organizations is well documented. All three forms of commitment greatly affect the duration of employees' stay in the organizations. Most important for organizations is to recognize each commitment in employees and aim to promote affective commitment.

It is not enough to strengthen the organization only for the employees to stay within the organization. Employees are also expected to do their jobs in the best way possible. While some of the employees do the least of what they can do, some of them can do the top as long as they have interests. Some employees will do the best they can do because they value their organization and job. In organizations where the human element is predominant, the processes that will determine the quality of organizational commitment, which has an important place in the contribution of the employee to the organization, are important. The quality of the employee's organizational commitment has been dimensioned differently by the researchers. It is thought that the study will contribute to the understanding of the employees' commitment to their organizations in terms of their demographic characteristics. In the light of the relevant literature review, the following research questions are included:

*Research Question 1: What is the organizational commitment level of the participants?*

*Research Question 2: Does the organizational commitment level of the participants differ by age?*

*Research Question 3: Does the organizational commitment level of the participants differ according to their professional seniority?*

*Research Question 4: Does the organizational commitment level of the participants differ according to their level of education?*

*Research Question 5: Does the organizational commitment level of the participants differ according to the time they worked in the company?*

*Research Question 6: Does the organizational commitment level of the participants differ according to the type of position in the institution?*

*Research Question 7: Does the organizational commitment level of the participants differ by gender?*

## **Method**

A comparative correlational survey method was used to reveal the organizational commitment levels of company employees operating in the health sector and whether this level differs according to their demographic and job qualifications. The most common survey method in research in the social field is the correlational study because researchers summarize to relation the characteristics of individuals, groups or physical environments (Yurt & Sünbül, 2014). In this context, the organizational commitment level of the participants was examined with a comparative approach according to demographic factors such as gender and age, as well as job variables such as professional seniority, working time, job type and working time in the company.

In the study, since we had the opportunity to reach all employees of a company operating in the health sector, no

sample was taken, and data were collected through face-to-face interviews with 397 employees. The field research was conducted between January 2020 and November 2020. Table 1 includes the distribution of participants' individual differences. Accordingly, most of the participants are men and they have been working as medical representative for 6-10 years. In addition, a significant portion of them have a bachelor's degree, they work in the profession for 6-10 years, and they are mostly between the ages of 36-40.

Table 1. Distribution of Participants by Individual Qualifications

<b>Variables</b>	<b>Group</b>	<b>Frequency</b>	<b>Percentage</b>
Age	21-25 years	22	5.5
	26-30 years	48	12.1
	31-35 years	107	27.0
	36-40 years	115	29.0
	41-45 years	72	18.1
	46 years and older	33	8.3
Professional seniority	0-5 years	82	20.8
	6-10 years	117	29.7
	11-15 years	95	24.1
	16-20 years	58	14.7
	21 years and more	42	10.7
Educational background	High school	60	15.5
	Associate's degree	38	9.8
	Bachelor's degrees	201	52.1
	Master degree	87	22.5
Working time at the company	0-5 years	129	55.8
	6-10 years	41	17.7
	11-15 years	34	14.7
	16-20 years	14	6.1
	21 years and more	13	5.6
Position	Medical representative	161	41.4
	Regional Manager	29	7.5
	Commercial Manager	6	1.5
	Central Staff	8	2.1
	Physician	92	23.7
Gender	Nurse	93	23.9
	Female	150	38.2
	Male	243	61.8

### Measurement Tools

In this study, which aims to measure the organizational commitment levels of the participants and whether this level differs according to their individual characteristics, a scale consisting of two parts was used. Participants'

organizational commitment levels were measured through the organizational commitment scale developed by Meyer et al. (1993), which consists of 17 questions in total. Participants stated the suitable option for them on the scale consisting of 17 items on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). The scale consists of three sub-dimensions: affective commitment, continuance commitment and normative commitment.

In this study, the overall (total) reliability value of the scale was calculated as  $\alpha = .87$ , the affective commitment factor as  $\alpha = .92$ , the continuance commitment factor as  $\alpha = .80$  and for the normative commitment factor as  $\alpha = .77$ . The validity of the scale was provided by the construct validity. In fact, positive and significant correlations between sub-dimensions affective commitment and normative commitment ( $r = .668, p < .001$ ) and between continuance commitment and normative commitment ( $r = .263, p < .001$ ) reveal the construct validity. The second part of the scale consists of 6 questions aiming to measure the individual qualities of the participants.

### **Data Analysis**

Analyses and tests were made through the SPSS 20.0 program. Different analyzes were applied to answer relevant research questions. For example, frequency analysis was used to determine the distribution of individual qualities, and central trend statistics were used to reveal the computed organizational commitment levels of the participants. In order to meet the normal distribution assumption, the kurtosis coefficient should be less than 7 and the skewness coefficient should be less than 2 (Finney & DiStefano, 2006; Yurt & Sünbül, 2012). The calculated values indicated that the scale scores showed normal distribution. In addition, in order to detect whether the organizational commitment levels of the participants differ according to their individual qualities, analyzes such as independent sample t test and one-way analysis of variance (ANOVA) were used.

### **Findings**

The findings are presented in two sub-headings: (1) the organizational commitment levels of the participants and (2) the relationship between organizational commitment and individual qualities.

#### **Organizational Commitment Levels**

First of all, the organizational commitment levels of the participant employees were examined under this heading with three different dimensions. As seen in Table 2, the affective commitment dimension of the participants is  $\bar{X} = 3.55$ , continuance commitment dimension  $\bar{X} = 3.03$ , normative commitment dimension  $\bar{X} = 3.23$  and the general organizational commitment mean value  $\bar{X} = 3.28$ . This value means that the organizational commitment level of the participants is at the "moderate" level (the five-point Likert scale was used to measure the level of organizational commitment). Answers naturally range from 1 to 5, so a range of 0.80 (4/5) was used for level determination: 1.00-1.80 = very low; 1.81-2.60 = low; 2.61-3.40 = moderate; 3.41-4.20 = high; 4.21-5.00 = very high.

Table 2. Statistics of the Central Tendency Regarding the Organizational Commitment Levels of Participants

<b>Organizational Commitment Dimensions</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>S.D.</b>
Affective Commitment	397	1.00	5.00	3.55	.886
Continuance Commitment	397	1.00	5.00	3.03	.867
Normative Commitment	397	1.00	5.00	3.23	.769
General Organizational Commitment	397	1.00	4.82	3.28	.633

### **Organizational Commitment and Individual Qualifications**

Under this heading, it was examined whether the organizational commitment levels of the participants differ according to their individual qualities. The first analysis was conducted on an age basis.

#### **Organizational Commitment and Age**

One-way analysis of variance (ANOVA) was used in order to reveal whether the organizational commitment levels of the participating employees differ according to their ages. As can be seen in Table 3, the affective, normative and general organizational commitment levels of the participants differ significantly according to their ages ( $F= 5.082$ ,  $p < .01$ ). Bonferroni test was used to determine the subgroups in which the difference in affective commitment level according to age is present.

According to the multiple comparison table obtained as a result of the relevant test, the affective commitment levels of employees in the 41-45 age group ( $\bar{X} = 3.82$ ) are significantly higher than those in the 21-25 ( $\bar{X} = 3.10$ ) and 26-30 ( $\bar{X} = 3.20$ ) age groups. Similarly, affective commitment levels of employees aged 46 and older ( $\bar{X} = 3.93$ ) are significantly higher than those in the 21-25 ( $\bar{X} = 3.10$ ) and 26-30 ( $\bar{X} = 3.20$ ) age groups. In other words, as the age of the employees increases, their affective organizational commitment levels also increase. Bonferroni test was used to determine among which subgroups the difference in normative commitment level according to age categories. However, according to the relevant test findings, it was determined that the normative commitment levels of subgroups did not differ significantly depending on age categories.

Finally, Bonferroni test was used to determine which of the age subgroups of employees the overall organizational commitment level differed. According to the multiple comparison table obtained as a result of the relevant test, the general organizational commitment levels of employees in the 41-45 age group ( $\bar{X} = 3.47$ ) are significantly higher than those in the 21-25 ( $\bar{X} = 2.97$ ) and 26-30 ( $\bar{X} = 3.08$ ) age groups. Similarly, employees in the age group 46 and older ( $\bar{X} = 3.57$ ) have a significantly higher general organizational commitment than those in the 21-25 ( $\bar{X} = 2.97$ ) and 26-30 ( $\bar{X} = 3.08$ ) age groups. In other words, as the age of the employees increases, the general organizational commitment levels also increase.



Table 3. Organizational Commitment and Age Categories ANOVA Findings

Organizational Commitment Dimensions	Age	N	Mean	F Test	p
Affective Commitment	21-25	22	3.10	5.623	.000
	26-30	48	3.20		
	31-35	107	3.52		
	36-40	115	3.53		
	41-45	72	3.82		
	46 and older	33	3.93		
Continuance Commitment	21-25	22	2.82	1.434	.211
	26-30	48	2.99		
	31-35	107	3.01		
	36-40	115	2.96		
	41-45	72	3.13		
	46 and older	33	3.33		
Normative Commitment	21-25	22	2.97	2.496	.030
	26-30	48	3.03		
	31-35	107	3.25		
	36-40	115	3.17		
	41-45	72	3.41		
	46 and older	33	3.40		
General Organizational Commitment	21-25	22	2.97	5.082	.000
	26-30	48	3.08		
	31-35	107	3.27		
	36-40	115	3.24		
	41-45	72	3.47		
	46 and older	33	3.57		

### Organizational Commitment and Professional Seniority

One-way analysis of variance (ANOVA) was used in order to determine whether the organizational commitment levels of the participant employees differ according to their professional seniority categories. As can be seen in Table 4, the affective, continuance and general organizational commitment levels of the participating employees differ significantly according to their professional seniority ( $F = 5.145$ ,  $p < .01$ ).

Bonferroni test was used to determine which subgroups according to professional seniority categories differ in terms of the affective commitment level. According to the multiple comparison table obtained as a result of the relevant test, the affective commitment levels of employees in the seniority group of 11-15 years ( $\bar{X} = 3.69$ ), 16-20 years ( $\bar{X} = 3.72$ ) and 21 years and above ( $\bar{X} = 3.84$ ) were significant higher compared to those in the 0-5 years ( $\bar{X} = 3.22$ ) seniority group. Another dimension that differs significantly according to professional seniority categories is continuance commitment. Bonferroni test was used to determine which subgroups

differed in the level of continuance commitment. According to the multiple comparison table obtained as a result of the relevant test, the continuance commitment levels of employees in the seniority group of 21 years and above ( $\bar{X} = 3.57$ ) are significantly higher than employees in the seniority group of 0-5 ( $\bar{X} = 2.89$ ), 6-10 ( $\bar{X} = 2.99$ ), 11-15 ( $\bar{X} = 3.03$ ) and 16-20 years ( $\bar{X} = 2.90$ ).

Finally, Bonferroni test was used in order to determine among which subgroups the general organizational commitment levels differ according to professional seniority categories. According to the multiple comparison table obtained as a result of the relevant test, the general organizational commitment level of employees in the seniority group of 21 years and above ( $\bar{X} = 3.57$ ) and 11-15 years ( $\bar{X} = 3.37$ ) is significantly higher than the seniority group of 0-5 ( $\bar{X} = 3.07$ ) years. In addition, the general organizational commitment level of the employees in the seniority group of 21 years and above ( $\bar{X} = 3.57$ ) is significantly higher than the employees in the 6-10 years ( $\bar{X} = 3.24$ ) seniority group. According to these findings, it can be said that as the seniority of the participants increases, their level of organizational commitment increases.

Table 4. Organizational Commitment and Professional Seniority Categories ANOVA Findings

Organizational Commitment Dimensions	Professional Seniority / Year	N	Mean	F Test	p
Affective Commitment	0-5	82	3.22	5.474	.000
	6-10	117	3.47		
	11-15	95	3.69		
	16-20	58	3.72		
	21 and above	42	3.84		
Continuance Commitment	0-5	82	2.89	5.179	.000
	6-10	117	2.99		
	11-15	95	3.03		
	16-20	58	2.90		
	21 and above	42	3.57		
Normative Commitment	0-5	82	3.07	1.361	.247
	6-10	117	3.23		
	11-15	95	3.33		
	16-20	58	3.19		
	21 and above	42	3.30		
General Organizational Commitment	0-5	82	3.07	5.145	.000
	6-10	117	3.24		
	11-15	95	3.37		
	16-20	58	3.29		
	21 and above	42	3.57		

### Organizational Commitment and Educational Status

One-way analysis of variance (ANOVA) was applied to determine whether the organizational commitment levels of the participating employees differ according to their level of education. As can be seen in Table 5, the organizational commitment sub-dimension levels and general organizational commitment levels of the participant employees differ significantly according to their level of education ( $F= 3.548$ ,  $p< .05$ ). Bonferroni test was used to determine which subgroups differed in affective commitment level according to education categories. According to the multiple comparison table obtained as a result of the relevant test, the affective commitment levels of undergraduate ( $\bar{X} = 3.66$ ) and postgraduate / doctorate ( $\bar{X} = 3.71$ ) graduates are significantly higher than high school ( $\bar{X} = 3.15$ ) graduates.

Another dimension that differs significantly according to education categories is continuance commitment. Bonferroni test was used to determine which subgroups differ in the level of continuance commitment. According to the multiple comparison table obtained as a result of the relevant test, the continuance commitment levels of associate degree ( $\bar{X} = 3.36$ ) graduates are significantly higher than postgraduate graduates ( $\bar{X} = 2.79$ ). Another dimension that differs significantly according to education categories is normative commitment. Bonferroni test was used to determine which subgroups differed in the level of normative commitment. According to the multiple comparison table obtained as a result of the relevant test, the level of normative commitment of undergraduate ( $\bar{X} = 3.35$ ) graduates is significantly higher than associate's degree ( $\bar{X} = 2.88$ ) graduates.

Table 5. Organizational Commitment and Level of Education ANOVA Findings

Organizational Commitment Dimensions	Level of Education	N	Mean	F Test	Sig.
Affective Commitment	High school	60	3.15	7.496	.000
	Associate's degree	38	3.28		
	Undergraduate	201	3.66		
	Postgraduate	87	3.71		
Continuance Commitment	High school	60	3.06	4.199	.006
	Associate's degree	38	3.36		
	Undergraduate	201	3.06		
	Postgraduate	87	2.79		
Normative Commitment	High school	60	3.08	5.109	.002
	Associate's degree	38	2.88		
	Undergraduate	201	3.35		
	Postgraduate	87	3.25		
General Organizational Commitment	High school	60	3.10	3.548	.015
	Associate's degree	38	3.16		
	Undergraduate	201	3.37		
	Postgraduate	87	3.28		

Finally, Bonferroni test was used to determine among which subgroups the overall organizational commitment levels differ according to education categories. According to the multiple comparison table obtained as a result of the relevant test, the overall organizational commitment levels of undergraduate ( $\bar{X} = 3.37$ ) graduates are significantly higher than high school graduates ( $\bar{X} = 3.10$ ).

### **Organizational Commitment and Working Time in the Company**

One-way analysis of variance (ANOVA) was used to determine whether the organizational commitment levels of the participating employees differ according to the categories of working time in the company. As can be seen in Table 6, the organizational commitment sub-dimension levels and general organizational commitment levels of the participant employees do not differ significantly according to the categories of working time in the company ( $F = .767, p > .05$ ).

Table 6. Organizational Commitment and Working Time in the Company ANOVA Findings

Organizational Commitment Dimensions	Working time in the Company/Year	N	Mean	F Test	Sig.
Affective Commitment	0-5	129	3.69	1.386	.240
	6-10	41	3.70		
	11-15	34	3.91		
	16-20	14	3.99		
	21 and above	13	4.14		
Continuance Commitment	0-5	129	2.85	.623	.647
	6-10	41	2.93		
	11-15	34	2.75		
	16-20	14	2.88		
	21 and above	13	3.16		
Normative Commitment	0-5	129	3.34	.240	.916
	6-10	41	3.24		
	11-15	34	3.40		
	16-20	14	3.32		
	21 and above	13	3.41		
General Organizational Commitment	0-5	129	3.32	.767	.548
	6-10	41	3.31		
	11-15	34	3.39		
	16-20	14	3.43		
	21 and above	13	3.59		

### **Organizational Commitment and Position**

One-way analysis of variance (ANOVA) was used to determine whether the organizational commitment levels

of the participating employees differ according to the position. As can be seen in Table 7, the levels of affective commitment and continuance commitment, which are sub-dimensions of organizational commitment, differ significantly according to their positions ( $F= 8.441, p> .01$ ).

Table 7. Organizational Commitment and Position ANOVA Findings

Organizational Commitment Dimensions	Position	N	Mean	F Test	p
Affective Commitment	Medical	161	3.72	8.441	.000
	Representative				
	Regional Manager	29	4.05		
	Commercial Manager	6	3.55		
	Central Staff	8	4.27		
	Physician	92	3.44		
	Nurse	93	3.18		
Continuance Commitment	Medical	161	2.84	5.071	.000
	Representative				
	Regional Manager	29	2.89		
	Commercial Manager	6	2.96		
	Central Staff	8	2.45		
	Physician	92	3.17		
	Nurse	93	3.31		
Normative Commitment	Medical	161	3.31	2.161	.058
	Representative				
	Regional Manager	29	3.53		
	Commercial Manager	6	2.97		
	Central Staff	8	3.20		
	Physician	92	3.15		
	Nurse	93	3.09		
General Organizational Commitment	Medical	161	3.32	1.482	.195
	Representative				
	Regional Manager	29	3.53		
	Commercial Manager	6	3.17		
	Central Staff	8	3.36		
	Physician	92	3.26		
	Nurse	93	3.19		

Bonferroni test was used to determine which subgroups differed in affective commitment level according to position categories. According to the multiple comparison table obtained as a result of the relevant test, affective commitment levels of employees working in medical representative ( $\bar{X} = 3.72$ ), regional manager ( $\bar{X} = 4.05$ ) and central staff ( $\bar{X} = 4.27$ ) positions are significantly higher than nurses ( $\bar{X} = 3.18$ ). In addition, those working in the regional manager ( $\bar{X} = 4.05$ ) position have higher levels of affective commitment than doctors ( $\bar{X} =$

3.44). Bonferroni test was applied to determine which subgroups according to position categories differ in continuance commitment level. According to the multiple comparison table obtained as a result of the relevant test, the continuance commitment levels of those working in the nurse position ( $\bar{X} = 3.31$ ) are significantly higher than those working in the medical representative position ( $\bar{X} = 2.84$ ).

### **Organizational Commitment and Gender**

In order to determine whether the organizational commitment levels of the participants differ significantly according to their gender, it was shown by using the independent sample t test whether the means of organizational commitment at the continuous measurement level differ according to the gender variable at the categorical measurement level.

Table 8. Organizational Commitment and Gender Independent Sample t Test Findings

Organizational Commitment Dimensions	Gender	N	Mean	t Test	P
Affective Commitment	Female	150	3.31	-4.353	.000
	Male	243	3.70		
Continuance Commitment	Female	150	3.18	2.737	.006
	Male	243	2.93		
Normative Commitment	Female	150	3.08	-2.925	.004
	Male	243	3.32		
General Organizational Commitment	Female	150	3.19	-2.248	.025
	Male	243	3.34		

According to the findings in Table 8, the organizational commitment levels of the participant employees differ significantly according to their gender ( $t = -2.248$ ,  $p < .05$ ). According to the findings of the analysis, the affective ( $t = -4.353$ ,  $p < .01$ ), normative ( $t = -2.925$ ,  $p < .05$ ) and general organizational commitment levels ( $t = -2.248$ ,  $p < .05$ ) of male employees were significantly higher than female employees while the continuance commitment of female employees ( $t = 2.737$ ,  $p < .05$ ) is significantly higher than that of male employees.

### **Discussion**

In this study, organizational commitment of employees in Konya province was studied in terms of demographic and job variables. According to the study, it was observed that the normative and continuance commitment of the participants was moderate and their affective commitment was high. These findings are similar to the findings of the studies conducted by Moynihan and Pandey, (2007) and Morrow (2011) in the literature. According to Morrow (2011), organizational commitment can be considered as an extension of job satisfaction as it is related to an employee's positive attitude towards the organization, not his / her own profession. Therefore, employee feelings are much stronger in organizational commitment, and this commitment is characterized by the employee's commitment to the organization and the readiness to make self-sacrifice for the organization. Another finding of the study is that the organizational commitments of the participants differ

significantly according to their gender. While the continuance commitment of female employees is significantly high, affective and normative commitment of male employees is significantly high. In general, it was observed that male employees have a high level of organizational commitment perception compared to their female colleagues. These findings are similar to those of Albayrak (2007), Jagsi et al. (2006), Dixon, Turner, Cunningham, Sagas and Kent (2005), Durna and Eren (2005), Karrasch (2003) and Kirel (1999) in terms of gender. According to Jagsi et al. (2006), family, spouse, children and gender roles and patterns in gender-based differences negatively affect women's organizational commitment and lead to low satisfaction. According to another view, it is claimed that men are more committed to the organization because they generally work in better positions and with higher wages than women. Since women are based on their roles in the family, work is secondary and they are less attached to the organization than men (Yalçın & İplik, 2005).

Another finding is that the organizational commitment of the participants differed significantly by age in only two sub-dimensions. According to the analysis, there is a significant difference in affective and continuance commitment according to the age variable. On the other hand, no significant difference was found in normative commitment according to age variable. In the study, the affective, continuance and general commitment of employees in the age group of 46 and older is significantly higher than those in the lower age group. As the age of the employees increases, their organizational commitment levels also increase. Similarly, as the professional seniority of the participants increased, their organizational commitment increased significantly in both subscales and total scores. These findings are similar to the study findings of Angle and Perry (1981), Özkaya, Kocakoç and Kara (2006), Sürgevil (2007) and Peña-Sánchez et al. (2014). Mathieu and Zajack found a moderate positive correlation between age and organizational commitment. They suggested that this was due to the limitation of alternative employment opportunities and increasing sunk costs as the employee got older. Based on these findings, we can say that gaining experience in the profession of the participants, increasing the degree of seniority, long-term working in a certain institution and the possibility of not being able to find alternative jobs at later ages increase organizational commitment.

Another finding of the study is that the organizational commitments of the participants differ significantly according to their educational status. According to the analysis, affective, continuance, normative and general commitments of employees with high level of education are significantly higher than those of employees with low level of education. As the level of education of the employees increase, their organizational commitment levels also increase. Studies have shown that there are strong relationships between organizational commitment and educational status (Tayfun, Palavar, & Çöp, 2010; Tolay, 2003). In these studies, it has been observed that the organizational commitment of the employees who have high awareness of their profession and strongly believe in the importance of education in performing their profession is at high levels.

Participants' organizational commitment was also compared according to the duration of work and position in the company. According to the findings of the research, a significant relationship was not found between the duration of the participants' working in the company and their organizational commitment. However, it was found that the organizational commitment of the participants in affective and continuance dimensions showed significant differences according to the position. The affective commitment of the participants working as

managers in the center is significantly higher compared to the participants working as nurses and doctors.

However, continuance commitment of doctors and nurses was found to be significantly higher compared to other participants. Studies have shown that there are strong relationships between organizational commitment and position (Beck & Wilson, 2000; Cohen, 1993; Feather & Rauter, 2004; Rhoades, Eisenberger & Armeli, 2001, Miedaner et al., 2018; Su, Baird & Blair, 2009). In most of the theoretical and empirical studies conducted on affective commitment, Working Time shows a rapid decrease after entering the profession, and then a continuous increase (Beck & Wilson, 2000). What is meant by the way of working is that the employee works on a permanent or contract basis. According to the findings of a study conducted by Feather and Rauter (2004), contract workers experience more job insecurity compared to permanent employees. For contract workers, the perception of organizational commitment remains low. In the sample of this thesis, especially the employees' organizational commitment at different levels can be investigated in terms of their autonomy in their jobs. In a meta-analysis study conducted by Cohen (1992) on this subject, it was suggested that the antecedents of organizational commitment differ between occupational groups with different hierarchical status.

In addition, it found that personal traits had an effect to some extent on the commitment of employees in low-status occupations, while structural and work experience precursors had a greater impact on the commitment of employees in higher occupations. In this respect, employees in the health sector are members of occupational groups with different statuses, even though they perform the working processes in the same field. Although these occupational groups display homogeneous characteristics (similar educational status, job description, etc.), they represent different and heterogeneous structures among statuses. According to Su, Baird and Blair (2009), since employees with different professional backgrounds may have different relationships with the organization, factors affecting commitment to the organization may depend on an employee's membership to a particular occupational group.

## **Conclusion**

In the relevant literature, factors affecting organizational commitment are generally examined under five main headings: individual characteristics (such as age and organizational membership duration, education, gender and marital status, personal characteristics - success motivation, sense of competence, sense of work and ethics), work experiences (employee-group, employee-leader, employee-organization relations), job characteristics (such as job diversity, degree of identification with the job, importance of the job, level of job autonomy, feedback received from the job), role characteristics (such as role ambiguity, role conflict) and organizational characteristics.

The health sector has become an important economic field due to the high employee turnover and employment areas. It is clear that individuals working in these institutions have different organizational levels within the institution. All of the participants participating in the research work in the private sector. Accordingly, public sector employees are not included in these findings. These findings cannot be generalized to all healthcare professionals. In the light of these data, it is proposed that the institutions provide the necessary support and



training in order to increase the organizational commitment of the employees. In addition, organizational commitment of managers and employees in the public and private sectors can be comparatively analyzed in future studies.

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