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Emotional commitment and organisational citizenship culture in healthcare facilities

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Abstract

Success in healthcare services can be achieved with the creation of an organisational culture, which can provide and sustain healthcare personnel, who have a high organisational commitment and who internalise organisational citizenship behaviour. Personnel who have high organisational commitment adopt the aims and values of the organisation. They put a lot of effort into the organisation and have a greater desire to remain part of it. According to research, it is noted that emotional commitment has a strong positive relation with organisational citizenship behaviour. The vital importance of the service provided by healthcare personnel requires a high emotional commitment. Lately, the cases of violence against healthcare personnel have greatly increased, and patient-physician relations are at a worse state than ever before. These conditions bring adverse results in the delivery of healthcare services. This research aims to draw attention to this problem, which is gradually worsening each day.

Keywords: Organisational commitment, organisational citizenship, extra role behaviour, healthcare personnel.

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1. Introduction

The priority for organisations in today's highly competitive environment is to have personnel who internalise the values of the organisation, who are emotionally committed to the organisation and who can develop extra role behaviour, aside from their other duties (Somech & Drach-Zahavy, 2004). Hospitals, which are work-technology intensive, providing the sustainability of aggregated and qualified work force, and the expectations towards the personnel who have high job satisfaction would also provide high efficiency, became one of the most important fields for health managers. Thus, studies regarding organisations towards their personnel to improve organisational commitment have increased. Job satisfaction has become the most important goal for organisations (Tsui, Pearce, Porter & Angela, 1997).

It is accepted that personnel who have developed a high commitment will dedicate themselves to the common values and goals of the organisation. It is assumed that healthcare personnel will be trustworthy, committed, loyal and develop organisational citizenship according to their feelings of being supported by their organisations (Somech & Drach-Zahavy, 2004). There are many models that have been developed in the field of organisational commitment. Eyer and Allen's (1997) model is one of the most accepted. According to this model, employees can experience three different kinds of commitment at different levels; emotional commitment, attendance commitment and normative commitment. Someone who has emotional commitment thinks about the desire to stay in the organisation from an emotional perspective; someone who has attendance commitment thinks he or she has to stay in the organisation and thinks about this from a requirement perspective and someone who has a normative commitment thinks about staying at the organisation from a responsibility perspective.

Employees who have a high emotional commitment have better skills and succeed when dealing with problems they encounter. This is due to the fact that they regard the problems of the organisation that they are working for as their own and are willing to find solutions (Yakut, 2012). On the other hand, employees who do not feel an emotional commitment to their organisation, and continue to do their jobs for different reasons, avoid tackling problems and do not feel responsible for creating solutions. Emotional, normative and attendance commitment have different effects on organisational citizenship, performance and efficiency. While emotional commitment and normative commitment contribute positively to organisational behaviour, attendance commitment affects organisational behaviour negatively or does not affect it at all (Meyer, Allen & Smith, 1993).

2. Extra role behaviour in healthcare facilities

Extra role behaviour, which was first defined as 'behaviour beyond or above the role needs' was later identified by Organ (1998) as 'Organisational Citizenship Behaviour', which facilitates the organisation to function efficiently (Meyer et al., 1993; Organ, 1998). According to Organ, there are three properties of organisational citizenship behaviour. This is not included directly or indirectly in the employees' job description and is the behaviour which goes beyond the job description or the official requirements of the job. Showing this behaviour is voluntary on the part of the employee and the person is neither awarded when he or she shows this behaviour nor punished when he or she does not. Showing a willingness is the essence of this behaviour. Employees are not educated to show this behaviour, these are behaviours that are shown willingly, and in general, organisational citizenship behaviour as a whole increases the efficiency of the organisation (Celik, 2007). The five dimensions of organisational citizenship behaviour as expressed by Organ (charity, conscientiousness, gentlemanliness, politeness and civil virtue) represent the mostly accepted classification. While altruism identifies the direct and willing help of employees towards other colleagues, who are faced with problems (Allison et al., 2001; Organ & Ryan, 1995; Podsakoff et al., 2000), charity is identified as

the willing contribution of employees towards the functioning of the organisation, by going beyond their duties and roles (Allison et al., 2001).

Conscientiousness, as a sign of an advanced sense of duty, represents a respecting behaviour. This dimension is about showing extra performance and the efficient use of time (Sezgin, 2005). Gentlemanliness includes being tolerant in the face of complications created by unrest and frustrations at work, not reporting others, sustaining a positive attitude generally, not being angry at people who think differently and respecting them (Kose, Kayali & Kartal, 2003; Organ & Ryan, 1995). Politeness includes behaviours such as making suggestions regarding conditions, which may cause problems among colleagues, and by identifying them in advance, therefore helping or preventing problems from arising (Konovsky & Pugh, 1994; Organ & Ryan, 1995; Podsakoff et al., 2000). Politeness, from a different viewpoint, states the positive communication among individuals, who are bonded together as part of the division of tasks (Ozdevecioglu, 2003). Civil virtue reflects a holistic point of view and is the concept which defines commitment and attention to the organisation at the highest level, and an active and willing contribution to organisational life.

Observing opportunities and threats and trying to do the best for the organisation are among the traits of this dimension (Kose et al., 2003; Konovsky & Pugh, 1994; Organ, 1998; Podsakoff et al., 2000). Other similar behaviours, which affect organisational efficiency, like organisational citizenship behaviour or organisational commitment, are listed as Organisational Spontaneity, Psychological Contract, Social Based Organisational Behaviour (Prosocial Organisational Behaviour) and Positive Organisational Behaviour (Aquino, 1995; Kutanis & Oruc, 2014). All of these factors function as prerequisites, which nurture each other by positive interaction and proving each other's creation and create the positive potential reserves of the organisation (Basyigit, 2006; Yagci, 2007). The vital importance of the service that health personnel provide requires the personnel to have a high emotional commitment, as willingness and loyalty are essential in emotional commitment. Difficulties related to work and work conditions such as intense and stressful hours, work system with watches and a high risk of occupational accidents are difficulties, which can be overcome by the willingness and loyalty of health personnel. Hospitals are matrix organisations, which have functional dependence at the highest level. There is stress entwined in the fabric of the relations among personnel and patients, and it can be a chaotic environment. Due to the entangled bonds in these relations, difficulties can only be overcome by internalising extra role behaviours. Extra role behaviours, which depend on the willingness and do not directly affect the formal reward system, are individual behaviours which increase employees' job satisfaction, and at the same time create organisational commitment. One of the most important factors, which creates organisational citizenship behaviour, is a commitment to the organisation.

Employees who have a high organisational commitment internalise the goals and values of their organisation, make an intensive effort for the organisation and have more willingness to stay at the organisation. Employees who show extra role behaviour in the axis of emotional commitment are game changers, dynamic and proactive and can adjust to changes at their organisations, and therefore, contribute directly or indirectly to creative and innovative developments at their organisations (Lapierre & Hackett, 2007; Sonay, 2013; Yagci, 2007). Health organisations need employees who perform beyond their job descriptions and expectations.

3. Organisational commitment in healthcare facilities

These individuals help their colleagues, are willing to take on an extra workload and help to avoid conflicts. They respect both the spirit of the job and its formal rules and regulations. Sometimes, they even react to work obligations with politeness. Most organisations function efficiently, thanks to employees who perform these extra roles as a matter of course. These personnel meet with their organisations, whom they have served with loyalty for years, on the axis of emotional commitment.

Thanks to their presence, the workload is simplified and conflicts are minimalised. Their doors are always open to their colleagues and patients. They are energetic, willing and lively and they are enthusiastic in dealing with the organisation's problems, working to their full capacity.

They are helpful, attentive and tolerant (Basyigit, 2006; Erdem, 2007; Podsakoff, Brian, Whiting & Podsakoff 2009; Sonay, 2013). Their hidden hand and help exist in the adaptation of every new employee. These people also show an emotional effort in their physical and mental performance. Showing empathy and being friendly are the results of these efforts. These employees, who do not complain while adopting extra role behaviour, turn into activists, who protect the organisation from being ordinary, outdated and illiberal and thus create a support network, which is the most valuable resource of the organisation. Managers should recognise these employees and give them the credit they deserve. Increasing the number of employees who work this way and sustaining them is difficult, yet essential.

4. Conclusion

Recently, both executed health policies and an increasing workload have increased the pressure on employees and have increased their dissatisfaction. In our country, violence against health personnel has increased to substantial levels, and doctor-patient relations have deteriorated as never before. Thus, this situation has brought negative results in the presentation of health services. Since health personnel already have jobs which require self-sacrifice and an enormous effort, it has become even more difficult to take on an extra workload and maintain empathy. Nowadays, employees in health organisations do not take on any extra duties and show almost no extra role behaviour.

As time has gone on, extra role behaviour has started losing its meaning for health personnel. Naturally, this has led to the fact that organisational commitment has started to deteriorate. Studies in the field have shown that although health personnel have low levels of emotional commitment, they have high levels of attendance commitment in our country (Sonay, 2013). However, creating a difference in health services and maintaining it requires satisfaction among health personnel. Despite all these drawbacks, the organisational commitment and organisational citizenship behaviour that health personnel show is a good example for other service sectors. It is thought that, besides ameliorating the work conditions and legal rights of health personnel, it would be in the best interests of organisations to make plans to establish an organisational culture, which encourages organisational commitment and extra role behaviours; and for the organisation to make a concerted effort to transform its organisational structure to be able to implement such a change.

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