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# Human Resource Management Practices and Organizational Support effect on Employee Commitment in Erbil Hospitals

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**Abstract:-**This research is quantitative and exploratory in one of the important issue for hospitals in Erbil that is public and privet hospitals. The main object of this research is to resemble the principle and concepts of HRM and provided with some healthcare sectors in Erbil. The researcher gathered data for the study through questionnaire as primary data. The questionnaire is given to the Managers, HR, Doctors, Nurses, Dentist, Surgery, and Radiologist from some hospitals in Erbil. The questionnaire is consisting of two sections. The first section contained of demographic questions, the second section of the questionnaire consisted of three dimensions; so in this study eleven hospitals are involved and the sample size of this study was 88. In terms of the first research question, in this research we found that what are the practices of HR in Erbil hospitals, is the mistakes of the owners of privet hospitals and unclear rules in government hospitals, it got (3.5) as near to agree degree, also financial situations it also another reasons. In terms of the second research question, we found that the mean equaled to (2.8) it show that most of the respondent participated as neutral it means the hospitals in Erbil are not enough analyzing productivity of receiving organizational supports to employers. Finally, the third research question, the researcher found that the mean of kinds of effective and normative commitments in hospitals are equal to (3.5) it shows that most of respondent participated near to agree it means that employees in health care sectors are approximately satisfied.

**Keywords:** Erbil, Organization commitment. Effective commitment, Support, Performance, Doctor, Hospital.

## I. INTRODUCTION

The health care sectors in Kurdistan region of Iraq have been the major player in the country's health facility classification from the outline of up-to-date health facilities. It is incontestable that hospital has a central role in assembly the health requests of the people, exclusively the disadvantaged and underprivileged. Assumed KRG's economic crisis and familiarity with rapid instabilities of the private and public health care sectors over the last twenty years, the government services dissemination system has been a force for

stability in the country. Though, health services operational above the conventional civilian service structure are not without situations. Khan & Mohsinuddin 2018 stated that there are situations clarifying the poorness of a health services conveyance method being guided under a greatly integrated bureaucracy. E.g., worker members in the public sector abelian performed to contract with the vast number of employees' duties to the reformed wages and stiff manpower running rules and principles. In addition, efficiency in the use of resources has not been ensured, Human resource management (HRM) is defined as the creative use of people in reaching the organization's strategic business purposes (Stone, 2009). The importance of human resources management (HRM) to the success or failure of health system performance has, till in recent times, been totally overlooked. To put simply, HRM is a planned methodology to manage society effectively for performance by providing an extra open, elastic, and gentle management style so that the workforce will be motivated, advanced, and leaded in a way that they be able to give their best to support branches. HRM in hospitals has to function in a sector with some unique specializations. The workforce is relatively large, varied, and includes individual professions (Fried BJ, 2000).

## **II. LITERATURE REVIEW**

Human resource, when pertaining to health care, can be defined as the different kinds of clinical and non-clinical staff responsible for public and individual health intervention (WHO, 2000). As arguably the most important of the health system inputs, the performance and the benefits the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services. Khan W. A&D'Chuna 2019 stated that according to MSH, human resource management is defined as the integrated use of systems, policies, and management practices to recruit, maintain, and develop employees to strengthen the capacity of an organization in meeting its desired goals. EatanoExamined issues related to "high performance" HRM in twenty nursing homes in the USA. She had reported that quality outcomes at some of the homes superior after modification that built-in execution of a new model of HRM based on job widening and through training, but determined that the "business" focus of the "high performance model" made it incongruous for the sectors of health. (Rondeau and Wagner) Studied the impact of HRM applies and the contingency methods on 283

Canadian nursing homes. They testified that the "best performing" is nursing homes (as measured by pointers of purchaser and staff consummation, operational proficiency and income) were found to be more likely to have applied "advanced/high performance" HRM practices and to have a factory climate that valuably employee observation. Researches that can admission "business" data's of motivated in health are limited in number(Khan, W.A, 2018). There is a larger and profounder proof base that focuses on health sector-specific procedures of development, motion or outcome, and attempts to link these to HRM noninterference (Diallo K, Zurn P, Gupta N, Dal Poz M). The key characteristics of magnet hospitals, as identified in this first report, included participatory and supportive management style, decentralized organizational structure, clinical career opportunities, planned orientation of staff, and an emphasis on in-service/continuing education. The report stimulated other researchers to focus on organizational attributes, HR practices and measures of HR "success". There has since been a series of research studies on aspects of "magnetism". These have included studies reporting that nurse turnover and vacancy rates in the magnet hospitals were significantly lower, and reported nurse job satisfaction higher, than in the comparator hospitals (Karmer M, Schamelenbeg C) and a study examining mortality rates in 39magnet hospitals and 195 control hospitals using multivariate matched sampling to control for hospital Characteristics. The study found that magnet hospitals had a 4.6% lower mortality rate for Medicare patients than the control hospitals (Aiken LH, Smith HL, Lake ET). Hence, employee-employer affiliation might be saw as social changes. The staff may acknowledge the employee's hard work by offering prospects and benefits, and in return for these chances and benefits, employees may feeling appreciative to answer and may possibly become more committee to the health sector (Tansky & Cohen, 2001). The advance of an employee's bond as outcome of change conduction has been extensively intentional and most of the studies in this zone have intensive on health care sector by (Gouldner, 1960; Rousseau, 1990). Arthur recommended that traditional HRM practices emphases on decreasing direct labor budgets or humanizing efficiency while promise HRM practices emphases on developing committed employees (Arthur, 1994). Though, forgoing studies have recommended that HRM practices are related to OC, some scholars have discovered that these relations are not essentially straight. It found that the affiliation between HRM practices and work outlooks were

arbitrated by employee observations of an organization's commitment to its HR practices that benefit employees (Kinicki et al. 1992). According to (Blau, 1964), social exchanges entail unspecified obligations, in which an individual does another a favor and there is an expectation of some future return, though the time of occurrence and the form is often unclear. A social exchange is based on implicit obligations and trust (Tansky & Cohen, 2001). Social exchange has been defined as cooperation between two or more parties for mutual benefit (Robinson et al., 1994). An employer may acknowledge an employee's efforts by offering opportunities and benefits, and in return for these opportunities and benefits, the employee may feel obligated to reciprocate and may become more committed to the employer (Tansky & Cohen, 2001). Using this social exchange framework, PC research investigates "the consequences of perceived contract fulfilment or breach (i.e., the extent to which the employee believes the other party has fulfilled or failed to fulfil one or more of its promised obligations) on employee attitudes and behavior" (Coyle-Shapiro & Conway, 2005, p. 775). PCs have two forms, transactional and relational, Transactional contract refers to a short-term exchange of specific benefits and contributions that are highly monetary or economic in focus, whereas relational contract refers to a long time arrangement without specific performance-reward contingencies with primary concern of a satisfying relationship between employees and employers. PCs can be either transactional or relational, but they argue that PCs include both the forms although they vary in proportion. Prior studies have reported a positive relationship between perceived contract fulfilment and employee's organizational commitment whereas a perceived contract breach resulted in reduced organizational commitment (Guzzo & Noonan, 1994).

### **III. METHODOLOGY**

In this research paper the researcher used a questionnaire in order to collect data about Human resource management of some Hospitals in Erbil. The questionnaire was comprised of two sections. The first section consisted of demographic questions, starting with the participant's (age, gender, level of education, marital status, job experience, professional). The second section of the questionnaire consisted of three dimensions; first dimension was Human Resource Management Practices, which consisted of four questions. Second dimension was Received Organizational Support, which consisted of

four questions; third dimension was Affective and Normative Commitment, which consisted of four questions. The researcher collected data in this research paper through distribution questionnaire as primary data, the survey are distributed to the, HR, Manager, Doctor, Nurse, Surgery, Dentist, Radiologist, from some Hospitals in Erbil. Then I had used secondary data this research work, which is finished by collecting it from resent academic articles, books, and previous studies related to human resources management in healthcare sectors. A random sampling method was adopted to gather data. Where all HR, Manager, Doctor, Nurse, Surgery, Dentist, Radiologist, in some hospitals will have equal chances of being selected from the sample group, so in this study eleven public and privet hospitals are involved, CMC, Zheen, Serdam, Par, Paky, Shar, Rezgary, Jumhury, Emergency, Heart center and Resul. And the sample size of my study was 88. The questionnaire is organized in the form of multiple-choice questions. The contributor were requested to ratio how they (Strongly disagree, disagree, neutral, agree, strongly agree) on each item. The survey designed and adopted from the resource as a seen in appendix.

#### IV. RESULTS FOR FINDING AND DISCUSSONS

##### Demographic question

The red colors are mean the maturity of respondent participated on it.

Demographic	Items	Frequency	Percent
Age	18-24	9	10.2
	25-30	26	29.5
	31-35	28	31.8
	36-40	21	23.9
	+41	4	4.5
Gender	Male	52	59.1
	Female	36	40.9
Education level	Under graduated	21	23.9
	Bachelor's degree	39	44.3
	Master degree	20	22.7
	PHD	8	9.1
Martial States	Single	17	19.3
	Married	71	80.7
Job Experience	1-5	14	15.9
	6-10	32	36.4
	11-15	16	18.2
	16-20	26	29.5
<b>Professional</b>	HR	16	18.2
	Manager	9	10.2

	Doctor	15	17
	Nurse	22	25
	Surgery	12	13.6
	Dentist	6	6.8
	Radiologist	8	9.1

### First Dimension

As result for the first dimension the total mean are equal to (3.6506)and the maturity of respondent for question 7, 8, 9, and 10, are near to agree,And the maximum mean for this dimension is equal to (3.9659) and the minimum mean for this dimension are equal to (3.3295).

Items	N	Minimum	Maximum	Mean	Std. Deviation
7-Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment.	88	1.00	5.00	3.3295	1.36223
8- We are assigned challenging jobs to charge our enthusiasm and develop our skills.	88	1.00	5.00	3.6932	1.20686
9- Rewards in our organization are strictly linked to employee performance.	88	1.00	5.00	3.9659	1.21720
10- Performance appraisal at our organization undertakes to identify the developmental needs of its employees to help them attain their career goals.	88	1.00	5.00	3.6136	.86346
HRMPTOTALL	88	1.00	5.00	3.6506	.67011

### Second Dimension

As result for the second dimension the total mean are equal to (2.8750)and the maturity of respondent for question 11, 12, 13, and 14, are near to neutral, And the maximum mean for this dimension is equal to (3.7614) and the minimum mean for this dimension are equal to (1.8182).

Items	N	Minimum	Maximum	Mean	Std. Deviation

11-The company strongly considers our goals and values our contribution to its wellbeing.	88	1.00	5.00	3.7614	.89692
12- Our organization does not ignore complaints from its employees.	88	1.00	5.00	2.1591	.90828
13- Our organization cares about our opinions.	88	1.00	5.00	1.8182	1.04547
14- Our organization duly supports its employees facing any problem.	88	1.00	5.00	3.7614	1.11411
TOTALL	88	1.00	5.00	2.8750	.58107

### Third Dimension

As result for the third dimension the total mean are equal to (3.5937)and the maturity of respondent for question 15, 16, 17, and 18, are near to agree, And the maximum mean for this dimension is equal to (4.0909) and the minimum mean for this dimension is equal to (2.2955).

Item	N	Minimu m	Maximu m	Mean	Std. Division
15- I would be very happy to spend the rest of my career with this organization.	88	1.00	5.00	4.0114	.98837
16- I really feel as if this organization's problems are my own.	88	1.00	5.00	4.0909	.93016
17- I do not feel like a part of the family in my organization	88	1.00	4.00	2.2955	.87309
18- I do not feel any obligation to remain with my current employer.	88	1.00	5.00	3.9773	.99397
Total	88	1.00	5.00	3.5937	.94639



## **V. CONCLUSION**

The aim of the research is to mention some important concepts to the hospitals, which have main role in Erbil. In this research I distributed 88 questionnaire to managers, HRs, doctors, nurses, radiologists, and dentists in the 11 different public and privet hospitals, the researcher used frequency analysis in order to be able to answer the main research questions, as results the we find that concluded in terms of first dimension, and first research question what is the practices for HRM in Erbil's Hospital? The total result was 3.6 it mean there is natural performance and motivation in both public and privet hospital, And the second dimension which was received organizational supports for employees also we can mention for hospitals as well, but the result figured out as disagree 2.5 what are the practices for HRM in Erbil? As the result of HR practices dimension and relating to first research question. As the results we found that concluded in terms of third dimension which is Affective and normative commitment, and third research question that Which kind of commitment employee have at Erbil hospitals the effective or normative? Total result equaled 3.8, it mean the contracts and agreements between the managers or owners of privet hospitals or public hospitals and the health care staffs is agree and good.

Management of HR is serious in providing a high quality of health care. A refocus on human resources management in health care and more research are needed to develop new policies. Effective human resources management strategies are greatly needed to achieve better outcomes from and access to health care around the world.

The result underscores the most matter of management department in hospitals and other health sectors, particularly HRM and organizational outcomes. The HRM in Erbil capital of Kurdistan region is going to more influent and better situation

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