



Organisational commitment level of subcontracted labourers working at public hospitals: Case of Sanliurfa

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ABSTRACT

Keywords:

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The study was conducted to examine the organisational commitment of employees/subcontracted labourers, who were employed by using outsourcing method at 15 hospitals affiliated with the Public Hospitals Administration of Turkey in the province of Şanlıurfa and Harran University Research and Application Hospital to determine the correlation between demographic variables and organisational commitment. Organisational Commitment Scale with 18 items, developed by Allen and Meyer (1990), was used in the study. It was determined that the reliability rate of the Organisational Commitment Scale was 0.89 and this rate for its subscales was 0.90 for affective commitment, 0.77 for continuance commitment, and 0.75 for normative commitment. A statistically significant difference was found between the organisational commitment levels of employees participating in the study in terms of age, gender, marital status, educational background, and occupation. There was no statistically significant difference between the groups only in terms of working duration. A positive correlation was determined between demographic characteristics and organisational commitment.

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Introduction

Organisational commitment, which has been discussed since the 1950s, has become popular among organisational behaviour subjects, is based on management strategies applied by organisation and indicates the commitment of employees to organisation; following this, it is undoubtedly addressed as an important component in reaching organisational success (Brewer, 1996; Burgess & Turner, 2000; Darrough, 2006; Gül, 2003). Lack of a common

definition and measurement for the concept of organisational commitment in the literature leads the subject to be examined multidimensionally (Çöl, 2004; Meyer & Herscovitch, 2001).

There are various definitions of organisational commitment in the literature. Allen and Meyer (1990) signify organisational commitment as a psychological state that connects an individual to an organisation. In other words, it is expressed as a psychological state that determines the relationship of employees with their organisation and affects their decision of either remaining a member of the organisation or leaving the organisation (Meyer & Allen, 1990). Wahn (1998), on the other hand, defines organisational commitment as a sense of belonging in employees toward the organisation where they work. Marchiori, Alan, and Henkin (2004) indicate that organisational commitment is a concept contributing to the organisation positively and creating a value in the working environment. Erickson considers organisational commitment as contribution to the organisation by an individual and explains these contributions as the increase of organisational performance, elimination of absenteeism, and minimization of employee turnover rate (Erickson, 2007). According to some other definitions, organisational commitment is defined as an interest in organisation (Buchanan, 1974); as a psychological state determining the relationship between employee and organisation (Best, 1994); or as a bonding that involves work commitment, loyalty, and faith in organisational values established by individuals with their organisation (O'Reilly, 1989).

There are also definitions about organisational commitment in the studies conducted by Turkish researchers. In their study, Durna and Eren (2006) define organisational commitment as the desire of individuals to show an effort and sustain their loyalty to the organisation for accepting the goals and values of the organisation and achieving its goals; on the other hand, Özsoy (2004) expresses organisational commitment as employees valuing the benefits of the organisation above their own benefits. To this end, the present study was conducted to examine the organisational commitment of employees/subcontracted labourers, who were employed by using outsourcing method at 15 hospitals affiliated with the Public Hospitals Administration of Turkey in the province of Şanlıurfa and Harran University Research and Application Hospital to determine the correlation between demographic variables and organisational commitment.

The Literature Review

In the study conducted by Steers (1977) on 382 hospital employees, it was determined that there was a positive correlation between organisational commitment and personality traits, work specifications and experience. Morrow and Wirth (1989) found out that there were strong correlations between performance, job safety, individuals' need for self-realization, and organisational commitment. Following this, it has been determined that the level of organisational commitment increases the work performance (Rayton, 2006; Somers & Birnbaum, 2000; Carson, Carson, Roe, Birkenmeier, & Phillips, 1999) and decreases the work turnover rate (Blau & Boal, 1987; Trimble, 2006).

Factors Affecting the Organisational Commitment

In many studies in the literature, it is seen that there is a correlation between gender, age, education, working duration, and organisational commitment (Angle & Perry, 1981; Durna & Eren, 2006; Glisson & Durick, 1988; Morris & Sherman, 1981; Mottaz, 1987); whereas, there is no correlation in some studies (Nijhof, De Jong, & Beukhof, 1998). When the studies are examined, it is observed that there is a strong correlation between organisational commitment and demographic factors. When examining the gender factor, it is seen that women show a higher commitment than men (Alvi & Ahmed, 1987). In the literature, it is stated that there is a positive correlation between age, seniority, and organisational commitment (Luthans, Baack, & Taylor, 1987; Mathieu & Zajac, 1990). It is seen that there is a reverse correlation between education and organisational commitment and as the educational level increases, the commitment level decreases. Also, individuals who have low educational level and do not consider to receive education in the future show a higher commitment (Hrebiniak & Alutto, 1973).

Mathieu and Zajac (1990) concluded that there was a direct positive correlation between organisational commitment and concepts of marital status, age, wage, field of activity, and talent variety. In their study, Meyer Stanley, Herscovitch, and Topolnytsky (2002) emphasised that there was a positive correlation between age and seniority and affective, continuance and normative subscales of organisational commitment.

In the study of Grusky (1966), it was reported that commitment levels were higher in high school graduates than university graduates and in women than men. The reason for women to have higher commitment levels was associated with obstacles they encountered while getting their positions. In the study of Al- Aameri (2000), it was concluded that married nurses had a higher commitment than widowed nurses.

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Organisational Commitment Model

Many scientists define organisational commitment models in various ways. Even though every model is sufficient to explain the underlying reasons of human behaviours, it is suggested that multidimensional models can explain the organisational commitment of individuals better. There are many commitment models in the literature; Meyer and Allen (1991) developed a model in which they categorised organisational commitment in three subscales as affective, continuance, and normative (obligatory) commitment.

Affective Commitment: Affective commitment is a phenomenon that develops as a result of the coherence of individual and organisational values that allow employees to affectively commit to the organisation and feel happy due to the sense of belonging to organisation (Wiener, 1982). Meyer and Allen (1991) express the concept of affective commitment as the ability of employees to identify themselves within the organisation and participate in the organisation. Employees accept the organisation as a part of their families and display their loyalty to it (Bobbie, 2007). According to Allen and Meyer (1991), the factors

affecting affective commitment involve job difficulty, role clarity, openness of management to suggestions, friendship commitment, ethics, justice, involvement, feedback, and personal importance. Employees, who have a strong affective commitment to their organisation, integrate with their organisation and have a greater desire to make more contribution (Allen & Meyer, 1990).

Continuance Commitment: This commitment prioritizes the economic interest of employees. Employees see the maintenance of their existence in the organisation as a need by considering their investments and costs in the organisation throughout their work duration (Bergman, 2006). In this type of commitment, individuals continue to work in the organisation in order not to have a financial loss. In other words, they think that they would pay a high price if they left the organisation (Ölçüm, 2004). Employees sustain their membership to the organisation as they think that they would pay a high price if they left the organisation (Kaya & Selçuk, 2007). Increasing investments and weak job alternatives are associated with strong tendencies of employees to continue their work in the organisation and they may develop an organisational commitment due to the need (Meyer, Paunonen, & Gellatly, 1990). Employees continue to work in the organisation due to reasons such as the failure of finding a job, the desire not to leave their colleagues, opportunities and conditions of retirement, the desire of remaining in the same dwelling, familial conditions, and income loss (Doğar, 2013).

Normative (Obligatory) Commitment: Normative commitment is the sense of obligation for continuing to work (Meyer & Allen, 1997). Normative commitment is also defined as employee's work behaviour that is directed by emotions like duty, obligation, and loyalty toward the organisation (Wiener & Vardi, 1980). In this type of commitment, employees feel indebted to the organisation (Ünler, 2006). Employees with normative commitment always have tendency to do the best for their organisation and display appropriate work behaviours (Allen & Meyer, 1990). Thus, these employees display a higher involvement in the work (Meyer & Allen, 1997). Normative commitment is affected by factors such as organisational culture, age, education, and duration of service (Dordevic, 2004).

Method

This study was conducted to determine the organisational commitment levels of subcontracted labourers working at hospitals affiliated with the Public Hospitals Administration of Turkey in the province of Şanlıurfa and Harran University Research and Application Hospital.

The aim of the study is to examine the organisational commitment of employees, who were employed by using outsourcing method at 15 hospitals affiliated with the Public Hospitals Administration of Turkey in the province of Şanlıurfa and Harran University Research and Application Hospital and to determine the correlation between demographic variables and organisational commitment.

In the present study, a scale consisting of two parts was used. These parts involve "Organisational Commitment Scale with 18 items" developed by Allen and Meyer (1990)

and “Socio-Demographic Information Questions with 6 items”. The scale involves totally 24 questions. Meyer and Allen’s Organisational Commitment Scale used in this study has a total of 18 items and is responded as 6-point Likert scale. Items in the scale are required to be responded by selecting one of the options; 1= Strongly Agree, 2= Fairly Agree, 3= Agree, 4= Slightly Disagree, 5= Disagree, and 6= Strongly Disagree according to their severity degree. In terms of the aim of the study, the most positive items get the highest score in the scale, whereas the most negative items get the lowest score.

Organisational Commitment Scale consists of 3 subscales as affective commitment, continuance commitment, and normative commitment. The subscale of affective commitment consists of 6 items, the subscale of continuance commitment consists of 6 items, and the subscale of normative commitment consists of 6 items.

The population of the study consisted of approximately 2000 subcontracted labourers who were employed by using outsourcing method at 15 hospitals affiliated with the Public Hospitals Administration of Turkey in the province of Şanlıurfa and Harran University Research and Application Hospital. The study was conducted between 01.08.2016 and 31.12.2016. The entire population was tried to be reached without selecting a sample group. As a result of the study, 1.13 (57%) subcontracted labourers filled the questionnaire and participated in the study.

The data acquired from the study were analysed by using the SPSS 22 (Statistical Programme for Social Sciences). The analyses were conducted using descriptive statistical techniques, reliability analysis, t- test, anova, and multiple regression analysis. The acquired data were tabularized in accordance with the aims of the study.

The reliability of a scale is measured by using internal consistency analysis, where Cronbach’s Alpha coefficient is used. This value is between 0-1 and the acceptable value is required to be at least 0.7. Table 1 shows the results of the reliability analysis (Cronbach’s Alpha, mean, and standard deviation of the scale used in the study).

Table 1
Reliability Analysis of the Organisational Commitment Scale

Subscale	Number of Items	Cronbach's Alpha	Mean	Std. Deviation
Scale	18	0.89		
Affective Commitment	6	0.90	4.76	1.04
Continuance Commitment	6	0.77	4.19	1.12
Normative Commitment	6	0.75	4.40	1.03

When examining Table 1, the reliability rate of the Organisational Commitment Scale was determined as 0.89, which was accepted as a high value. When the subscales of the Organisational Commitment Scale were examined, it was determined that this rate was 0.90 for the subscale of affective commitment, 0.77 for the subscale of continuance commitment, and 0.75 for the subscale of normative commitment. The reliability of the scale and the subscales is at acceptable level for social sciences. The fact that the subscales of Organisational Commitment Scale were reliable strengthened the expectation for obtaining consistent results from the assessment in the study.

Results

This section involves the analyses of the study. Table 2 shows the frequencies and percentages related to the distributions of subcontracted labourers participating in the study in terms of their demographic variables.

Table 2
Demographic Information of the Participants

	Frequency	Percentage		Frequency	Percentage
Age			Occupation		
25 years or younger	139	12.2	Medical Secretary	320	28.1
26-31 years	329	28.9	Janitor	506	44.5
32-37 years	305	26.8	Caregiver	42	3.7
38-43 years	230	20.2	Security	210	18.5
44 years or older	134	11.8	Other	59	5.2
Educational Level			Working duration		
Primary School	445	39.1	0-3 years	351	30.9
High School	525	46.2	4-6 years	351	30.9
Associate Degree	116	10.2	7-9 years	243	21.4
Bachelor's Degree	51	4.5	10 years and above	192	16.9
Marital Status			Gender		
Married	859	75.5	Female	234	20.6
Single	235	20.7	Male	903	79.4
Divorced	43	3.8			
Total	1137				

As it is seen in Table 2, 12.2% of the subcontracted labourers who participated in the study were 25 years old and younger, 28.9% were aged between 26-31 years, 26.8% were aged between 32-37 years, 20.2% were aged between 38-43 years, and 11.8% were 44 years old and older. Following this, 20.6% of the participants were female and 79.4% were male and 75.5% of the personnel that constituted the sample group were married, 20.7% were single, and 3.8% were divorced. When examining in terms of education, it was found that 39.1% of the personnel were primary school graduates, 46.2% were high school graduates, 10.2% had associate degree, and 4.5% had bachelor's degree. Also, 28.1% of the participants were medical secretary, 44.5% were janitor, 3.7% were caregiver, 18.5% were security, and 4.2% were in other occupational group. In terms of the working duration, 30.9% of the personnel had been working for 0-3 years, 30.9% for 4-6 years, 21.4% for 7-9 years, and 16.9% for 10 years and above.

Table 3

Examining the Subscales of Organisational Commitment Scale in terms of the Variable of Age Group

	Age Groups	N	Mean	Std. Deviation	F	p
Affective Commitment	25 years or younger	139	4.46	1.06	6.33	0.00
	26-31 years	329	4.65	1.09		
	32-37 years	305	4.84	0.99		
	38-43 years	230	4.95	1.00		
	44 years or older	134	4.81	1.01		
	Total	1137	4.76	1.04		
Continuance Commitment	25 years or younger	139	3.95	1.10	3.33	0.01
	26-31 years	329	4.13	1.16		
	32-37 years	305	4.19	1.08		
	38-43 years	230	4.32	1.13		
	44 years or older	134	4.36	1.07		
	Total	1137	4.19	1.12		
Normative Commitment	25 years or younger	139	4.26	1.10	1.81	0.12
	26-31 years	329	4.35	1.06		
	32-37 years	305	4.51	0.97		
	38-43 years	230	4.42	1.02		
	44 years or older	134	4.42	1.00		
	Total	1137	4.40	1.03		

Table 3 shows the examination of the subscales of Organisational Commitment Scale in terms of the variable of age groups. ANOVA test was used for investigating whether there was a statistically significant difference between these subscales in terms of the variable of age groups. As a result of the statistical test, a statistically significant difference was determined between the subscales of affective commitment and continuance commitment in terms of the variable of age groups. Tukey test was applied for determining the reason of the difference and it was observed to be caused by the difference between the means of the age groups of 25 years or younger and 32-37 years, between the means of the age groups of 25 years or younger and 38-43 years, between the means of the age groups of 25 years or younger and 44 years or older, and between the means of the age groups of 26-31 years and 38-43 years in the subscale of affective commitment. Also, it was observed to be caused by the difference between the means of the age groups of 25 years or younger and 38-43 years and between the means of the age groups of 25 years or younger and 44 years or older in the subscale of continuance commitment. Table 4 shows the examination of the subscales of Organisational Commitment Scale in terms of the variable of gender.

Table 4

Examining the Subscales of Organisational Commitment Scale in terms of the Variable of Gender

	Gender	N	Mean	Std. Deviation	t	P
Affective Commitment	Female	234	4.40	1.01	-5.94	0.00
	Male	903	4.85	1.03		
Continuance Commitment	Female	234	3.99	1.03	-2.97	0.00
	Male	903	4.24	1.14		
Normative Commitment	Female	234	4.09	0.93	-5.21	0.00
	Male	903	4.48	1.04		

Student-t test was used to investigate whether there was a statistically significant difference between these subscales in terms of the variable of gender. As a result of the statistical test, a statistically significant difference was determined in all three subscales in terms of the variable of gender. When examining the means, it was observed that men had higher mean scores in all three subscales. Table 5 presents the examination of the subscales of Organisational Commitment Scale in terms of the variable of marital status.

Table 5

Examining the Subscales of Organisational Commitment Scale in terms of the Variable of Marital Status

	Marital Status	N	Mean	Std. Deviation	t	P
Affective Commitment	Married	859	4.81	1.04	5.63	0.00
	Single	235	4.56	1.06		
	Divorced	43	4.71	0.92		
	Total	1137	4.76	1.04		
Continuance Commitment	Married	859	4.25	1.11	6.64	0.00
	Single	235	3.95	1.15		
	Divorced	43	4.28	0.94		
	Total	1137	4.19	1.12		
Normative Commitment	Married	859	4.46	1.02	6.54	0.00
	Single	235	4.19	1.09		
	Divorced	43	4.45	0.76		
	Total	1137	4.40	1.03		

ANOVA test was used to investigate whether there was a statistically significant difference between these subscales in terms of the variable of marital status. As a result of the statistical test, a statistically significant difference was determined in all three subscales in terms of the variable of marital status. Tukey test was applied to determine the reason of the difference and it was observed to be caused by the difference between the means of married and single groups in all three subscales. Table 6 exhibits the examination of the subscales of Organisational Commitment Scale in terms of the variable of education.

Table 6

Examining the Subscales of Organisational Commitment Scale in terms of the Variable of Educational Level

	Educational Level	N	Mean	Std. Deviation	t	P
Affective Commitment	Primary School	445	4.87	0.99	8.99	0.00
	High School	525	4.77	1.02		
	Associate Degree	116	4.56	1.11		
	Bachelor's Degree	51	4.15	1.26		
	Total	1137	4.76	1.04		
Continuance Commitment	Primary School	445	4.47	1.11	16.86	0.00
	High School	525	4.05	1.09		
	Associate Degree	116	3.85	1.11		
	Bachelor's Degree	51	3.93	1.09		
	Total	1137	4.19	1.12		
Normative Commitment	Primary School	445	4.57	0.95	8.43	0.00
	High School	525	4.34	1.02		
	Associate Degree	116	4.23	1.14		
	Bachelor's Degree	51	3.99	1.22		
	Total	1137	4.40	1.03		

ANOVA test was used to investigate whether there was a statistically significant difference between these subscales in terms of the variable of educational level. As a result of the statistical test, a statistically significant difference was determined in all three subscales in terms of the variable of educational level. Tukey test was applied for determining the reason of the difference and it was observed to be caused by:

i. the difference between the means of the groups of Primary School and Associate Degree, between the means of the groups of Primary School and Bachelor’s degree, and between the means of the groups of High School and Bachelor’s degree in the subscale of affective commitment,

ii. the difference between the means of the groups of Primary School and High School, between the means of the groups of Primary School and Associate Degree, and between the means of the groups of Primary School and Bachelor’s degree in the subscale of continuance commitment,

iii. the difference between the means of the groups of Primary School and High School, between the means of the groups of Primary School and Associate Degree, and between the means of the groups of Primary School and Bachelor’s degree in the subscale of normative commitment.

Table 7 displays the examination of the subscales of Organisational Commitment Scale in terms of the variable of occupation.

Table 7
Examining the Subscales of Organisational Commitment Scale in terms of the Variable of Occupation

	Occupation	N	Mean	Std. Deviation	t	P
Affective Commitment	Medical Secretary	320	4.66	1.10	8.06	0.00
	Janitor	506	4.89	1.02		
	Caregiver	42	4.20	0.77		
	Security	210	4.68	1.03		
	Other	59	4.35	0.99		
	Total	1137	4.55	1.05		
Continuance Commitment	Medical Secretary	320	4.02	1.06	21.51	0.00
	Janitor	506	4.47	1.15		
	Caregiver	42	4.01	0.65		
	Security	210	3.83	1.06		
	Other	59	3.99	1.01		
	Total	1137	4.06	1.12		
Normative Commitment	Medical Secretary	320	4.29	1.10	9.38	0.00
	Janitor	506	4.56	1.00		
	Caregiver	42	3.99	0.55		
	Security	210	4.25	0.99		
	Other	59	4.07	0.85		
	Total	1137	4.23	1.02		

ANOVA test was run to investigate whether there was a statistically significant difference between these subscales in terms of the variable of occupation. As a result of the statistical test, a statistically significant difference was determined in all three subscales in terms of the

variable of occupation. Tukey test was applied for determining the reason of the difference and it was observed to be caused by:

i. the difference between the means of the groups of Medical Secretary and Janitor, between the means of the groups of Medical Secretary and Caregiver, and between the means of the groups of Janitor and Caregiver in the subscale of affective commitment,

ii. the difference between the means of the groups of Medical Secretary and Janitor, between the means of the groups of Caregiver and Janitor, and between the means of the groups of Security and Janitor in the subscale of continuance commitment,

iii. the difference between the means of the groups of Medical Secretary and Janitor, between the means of the groups of Caregiver and Janitor, and between the means of the groups of Security and Janitor in the subscale of normative commitment.

Table 8 shows the examination of the subscales of Organisational Commitment Scale in terms of the variable of working duration.

Table 8

Examining the Subscales of Organisational Commitment Scale in terms of the Variable of Working Duration

	Occupation	N	Mean	Std. Deviation	t	P
Affective Commitment	0-3 years	351	4.76	1.01	1.48	0.21
	4-6 years	351	4.74	1.00		
	7-9 years	243	4.68	1.14		
	10 years and above	192	4.89	1.03		
	Total	1137	4.76	1.04		
Continuance Commitment	0-3 years	351	4.16	1.11	0.92	0.42
	4-6 years	351	4.14	1.14		
	7-9 years	243	4.29	1.10		
	10 years and above	192	4.19	1.14		
	Total	1137	4.19	1.12		
Normative Commitment	0-3 years	351	4.47	1.02	1.73	0.15
	4-6 years	351	4.30	1.02		
	7-9 years	243	4.43	1.03		
	10 years and above	192	4.43	1.04		
	Total	1137	4.40	1.03		

ANOVA test was employed to investigate whether there was a statistically significant difference between these subscales in terms of the variable of working duration. As a result of the statistical test, no statistically significant difference was determined in the subscales in terms of the variable of working duration. Table 9 represents the correlation coefficients between the subscales of organisational commitment. When examining the correlation coefficients, it was observed that all three coefficients were positive and statistically significant.

Table 9

Correlation Coefficients Between the Subscales of Organisational Commitment Scale

	Affective	Continuance	Normative
1. Affective Commitment	1		
2. Continuance Commitment	0.49**	1	
3. Normative Commitment	0.64**	0.59**	1

Discussion

This study was conducted to determine whether the organisational commitment of subcontracted labourers working at public hospitals differed within the context of demographic factors. The demographic factors that were questioned within the scope of the study and had a correlation with organisational commitment were determined as gender, age, marital status, education, occupation, and working duration. In numerous studies in the literature, a correlation was determined between gender, age, education, working duration, and organisational commitment (Angle & Perry, 1981; Durna & Eren, 2005; Glisson & Durick, 1988; Morris & Sherman, 1981; Mottaz, 1987), whereas, no correlation was determined in some studies (Nijhof et al., 1998). When examining the studies, it was observed that there was a strong correlation between organisational commitment and demographic factors. In the study, the subscales of Organisational Commitment Scale were examined in terms of the variable of age groups and as a result of the statistical test, a statistically significant difference was determined between the subscales of affective commitment and continuance commitment in terms of the variable of age groups. The results showed a parallelism with some studies in the literature (Luthans et al., 1987; Mathieu & Zajac, 1990; Meyer et al., 2002). In the study, the subscales of Organisational Commitment Scale were examined in terms of the variable of gender and as a result of the statistical test, a statistically significant difference was determined in all three subscales in terms of the variable of gender. When examining the means, it was observed that men had higher means in all three subscales. Similar results are obtained in similar studies in literature (Alvi & Ahmed, 1987; Grusky, 1996; Mathieu & Zajac, 1990; Grusky, 1966).

When the subscales of Organisational Commitment Scale were examined in terms of the variable of marital status in the study, a statistically significant difference was determined in all three subscales in terms of the variable of marital status. Tukey test was applied for determining the reason of the difference and this was associated with the difference between the means of married and single groups in all three subscales. Married individuals had higher means compared to single individuals. In the study of Al-Aameri (2000) it was determined that married personnel had a higher commitment than widowed nurses. In the study, the subscales of Organisational Commitment Scale were tested in terms of the variable of educational background and a statistically significant difference was determined in all three subscales in terms of the variable of educational background. It was determined that the difference was generally caused by primary school graduates and they had higher means than other graduate groups, which was mainly associated with the fact that as the educational level increased, the opportunity of finding a better and more convenient job increased. The similar results were

obtained in the studies in the literature (Hrebiniak & Alutto, 1973; Mathieu & Zajac, 1990; Grusky, 1966).

When the subscales of Organisational Commitment Scale were examined in terms of the variable of occupation, it was found that there was a statistically significant difference in all three subscales in terms of the variable of occupation. A statistically significant difference was determined between the occupations of medical secretary, janitor, and caregiver and in terms of the means, janitors had higher means. In the study, the subscales of Organisational Commitment Scale were investigated in terms of the variable of working duration and no statistically significant difference was determined. When the means were examined, it was observed that the means of the group of 10 years and above in the subscale of affective commitment, the group of 7-9 years in the subscale of continuance commitment, and the group of 0-3 years in the subscale of normative commitment were higher than other the groups. Finally, the correlation coefficients between the subscales of organisational commitment scale were examined and the results showed that all three coefficients were positive and statistically significant.

Conclusion

In this study, it was aimed to examine the organisational commitment of employees, who were employed by using outsourcing method at 15 hospitals affiliated with the Public Hospitals Administration of Turkey in the province of Şanlıurfa and Harran University Research and Application Hospital, and to determine the correlation between demographic variables and organisational commitment. For this purpose, the Organisational Commitment Scale with 18 items that was developed by Allen and Meyer (1990) and a series of socio-demographic questions were used. The entire population was tried to be reached without selecting a sample group. As a result of the study, 1.13 (57%) out of approximately 2000 subcontracted labourers filled the questionnaire and participated in the study.

The current study described the concept of organisational commitment and examined the theoretical bases of the concept. Organisational commitment theories examined in literature were investigated and the subscales of the concept were defined. In the study, a literature review was conducted and related studies conducted both inland and abroad were evaluated. The study is considered important since it addressed the concept of organisational commitment and presented it with a broad conceptual examination and a field research was conducted on subcontracted labourers who work at hospitals offering healthcare services. Additionally, the study cannot be generalized to Turkey. It is thought that the study will be useful for future studies on this subject and making comparison with previous studies.

A statistically significant difference was determined between the organisational commitment levels of healthcare professionals, who participated in the study, in terms of age, gender, marital status, education, and occupation. No statistically significant difference was determined between the groups only in terms of working duration. There was a positive correlation between demographic characteristics and organisational commitment.

In the light of these data, some recommendations could be made: Employees whose needs are met and who have job satisfaction can be more productive in workplaces. Thus, modern managers working at health organisations are expected to increase the organisational

commitment of subcontracted labourers. Following this, a number of opportunities should be offered to increase the organisational commitment of subcontracted labourers in the personnel group, who are young, single, female, and have a high educational level in order to increase their organisational commitment levels and use their energy better.

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