

**COMPARATIVE STUDY OF EXECUTIVE PERFORMANCE AND ORGANIZATIONAL COMMITMENT AMONG PART-TIME AND FULL-TIME EMPLOYERS OF URMIA TALEGHANI HOSPITAL**

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**ABSTRACT**

The aim of the present study was to make a comparative study regarding the executive performance and organizational commitment among full-time and part-time employers of Urmia Taleghani Hospital. To this end, 97 employers were chosen using stratified random sampling method. To gather the required data, executive performance and organizational commitment questionnaires were utilized. Having distributed the questionnaire among 20 people, the reliability values were obtained as 0.86 and 0.90 for executive performance and organizational commitment using Cronbach alpha coefficient. The data were analyzed through running one-sample t-test, Pearson correlation coefficient and one-way variance analysis. Findings of the present study indicated that the executive performance and organizational commitment were in optimum condition. Also, it was found that there was no significant demographical difference between executive performance and organizational commitment.

**KEYWORDS:** executive performance, organizational commitment, employers, Taleghani Hospital, Urmia

**INTRODUCTION**

It is essential for consistent development to establish human capital which necessitates developing a number of functions. Initially, the organization should be the center of concern in this regard. Second, experts and scientist should take the responsibility and roles of the organization. Third, appropriate budgets are provided for organization. It is worth noting that it is necessary for organization to achieve its determined goals that employers are motivated and developed in addition to filling their psychological needs. Failure of attention toward the employers' needs would result in the fact that they embark on doing their tasks in areas other than their technical capabilities. When it comes to considering the strategic resource of organizations, one can say that the pioneering organizations achieve success in employing new management methods through interactive understanding of organization quality, qualitative human resources and effective management. They believe that it is the qualified employers who cause competitive advantage in this regard, so it is people who keep the field in progression and are conceived as holding the gold key. Maintain valuable forces is regarded as the most important concern of organization holding advanced technologies. The concern of countries and industrial organizations were the development of performance through achieving technical developments and it was attempted to reduce the dependence of performance on effort, information as well as knowledge and human skills. Managers used to employ the work force and were not interested in using their thoughts, creativity and innovation. Presumably, it was the reason that the human force was common in discussion and literature of management. The emphasis of performance was on technical, equipment and facilities dimensions. The effect of human force was followed previously and captured the attention of many thoughts. Hence, the study of the role and effect of human behavior and performance on organizational performance was welcomed by scientific and research-based discussions. The term human resources was substituted form the human force. Shimon and Sholer (2004) believe that the performance optimization involves the identifying process of chasms, perceiving their reason and developing strategies for resolving them. One should mention that all organizations require a system of performance evaluation to meet the development and consistency in competitive world so that they can assess their programs and processes. Performance evaluation is regarded as the most important strategic-based process which determines the organizational plans. Since the improvement of performance is of great importance, capturing attention toward the needs and demand of each employer as well as meeting their needs considering organizational benefits would be counted critical. In order to increase the productivity of human capital and qualitative as well as quantitative development, managers should make efforts to balance three-dimensional goals, organization and people. One of the models which can be used in line with evaluating the executive performance is balanced scorecard. Balanced scorecard is a concept which aims to convert the strategic targets to measurable indexes and establishes balanced weigh among vital fields of organization.

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In other words, to measure the performance of each organization particularly across universities and higher education centers, one should focus on main perspectives including financial regards, customer, internal processes, and learning as well as development. A number of indexes are used to evaluate the development and achievement of missions and others consider long-term assessment which bring the incoming success. Through balancing the scores, organization can supervise and control for its current performance such as financial performance sector, clients' satisfactions and results of procedural process. Also, it considers the effect of these factors on improving the processes such as training and motivating the staff as well as development of information system along with its capacity to learn and improvement.

Kaplan and Norton believe that balanced scorecard is beyond the measuring of performance system; rather, it is the strategic management that leads the energies, capabilities and knowledge of employers on organizational level to long-term strategic-based targets. Bos and Thomas demonstrate that balanced scorecard involves the conversion of strategic perspective to goals and expressible goals based on long-term consideration. Barati *et al.* (2006) indicate that balanced scorecard is a system through which organization find it possible to identify the perspective and strategies which leads to the translation of a strategy to action.

#### Perspectives of balanced scorecard

Balanced scorecard (BSC) is defined as a model for performance management which can be employed to integrate the goals and missions with the demand of customer. Managing and evaluating organization, increasing the potential time and relating the employers within organization are liable to be considered. Balanced scorecard is a model of cause-effect relation assessment of performance which leads to the change and transformation in other activities. Balanced scorecard involves the following dimensions:

**Financial dimensions:** financial measures are important components of balanced evaluation system especially in profit-based organizations. These measures tell us that what the results of implementing the goals in three other dimensions are, what the expectation of stakeholders are, and what actions should be taken for developing he needs of beneficiaries. The economic results derived from impending these strategies are assessed in this dimension of balanced scorecard.

**Customer perspective;** organizations which establish a friendly relationship with their customers have perceived that the customers' needs are beyond the fat that organizations are able to meet hem only through providing the required products. These organizations offer supreme solutions to their customers so that they get the most of benefits derived from the produces and distributed goods.

**Internal processes benefits:** in internal process perspective, organizations should determine types of processes through which they are able to keep on their lifelong in terms of valuing their customers.

**Learning and development perspective:** this perspective indicates a developmental structure of organization which is necessary for long-term progression. It is hypothetical that an organization can achieve all targets determined by customer and internal commercial processes only though the technologies and current potentials.

In general, as a new approach to evaluate the performance of organizations indicating on multi-dimensional concerns, balanced scorecard considers financial and non-financial dimensions while previously-said methods emphasize only one aspect. In new economy, the wat, structure and management of organizations have faced changes and hat the reform of relations on the part of employers and the quality of their developmental career have been taken into account as index within the organization. Ninger *et al.* (2010) state that maintaining qualified employers in organization is regarded as a spirit and challenge for current management. Organizational commitment can be considered as appropriate solution for this challenge. On the other hand, organizations need expert, efficient and committed employers for management. Feeling of non-belongings to organization and lack of enough attention to do tasks ae among the issues of executives. Job quitting, absenteeism, delay, non-cooperation and lack of involving in workforce as well as lower levels of performance are regarded as the eminent samples of these issues which disintegrate the human force and organizations. Commitment is believed to be the best resolution.

Efficient human force is the advantageous point of organization over the other. Employers and managers who are highly committed are in higher levels of motivations, are highly believed and possess strong background for adopting and accepting the organizational values in order to attain the organizational goals. Such people prefer organizational gals to be attained since they believe that achieving organizational goals would provide their own needs. It was observed in Meyper and Allen's study that each of the concepts dealing with organizational commitment have to do with affective, normative and continuous. Affective commitment is defined as the extent to which people are emotionally dependent. In other words, this type of commitment is conceptualized as an emotional aspect of employers

to depend on organization, its integration and involvement in organization. People who are highly emotional remain in organizational employment since they like to be a part of organization. Normative commitment involves the set of internalized normative pressures for acting out in a way that he believes is true ethically. Individual takes the responsibility of dysfunction in this type of commitment. People who are highly committed to their organization can sacrifice and make much more efforts and that they spend much of their time on following the organizational goals.

Continuous commitment; in this perspective, the benefits derived from the employment and the expenses due to job quitting are considered. In other words, individual is committed because of the expenses of abandoning the job. The sympathy of individual in this perspective does not have roots in emotion or feeling toward organizations; rather, it is based on the economic and practical considerations.

It is critical for any organization to have sympathy and cooperative sense along with commitment and higher levels of performance in organization, the lack of which are tangible in organization within the country. It seems that one of the ways to confront the afore-mentioned object is to study the organizational commitment. It was believed by the researcher that employers are counted as valuable objects for organizational development, so it was attempted in the present study to make a comparative study of executive performance and organizational commitment among part-time and full-time employees working at Taleghani Hospital of Urmia.

**Materials and methods**

The study is that of descriptive and survey-based. The statistical population comprises of all 195 part-time and full-time employees working at Taleghani Hospital of Urmia. Using stratified random sampling method, the sample size was obtained as 97. To collect the data use was made by Kapan and Norton questionnaires. The questionnaire was used by Galavandi (2005) which involves 11 items categorized by Likert-5 item scale ranging from strongly disagree to strongly agree. The reliability of questionnaire was obtained as 0.86. Four different dimensions were obtained in which 72% of the question variances was extracted. KMO and Bartlett tests showed that the sample size was sufficient and these factors involve in statistical population. The organizational commitment questionnaire was based on Allen and Mayer (1991) including affective, normative and continuance commitment components. This questionnaire was validated by Motedaien (2011) involving 24 items. The factor analysis obtained three dimensions of organizational commitment in which 75% of the variance was extracted from the questions. KMO and Bartlett tests indicated that the sample size was sufficient and these factors involve in the statistical population.

**Research findings**

The results of one sample t-test to compare the mean of statistical population and statistical size is provided in table 1.

Table 1. The results of one sample t-test for executive performance and organizational commitment

Variable	Mean	Standard Deviation	T Statistic	Degree of Freedom	Level of Significance	Mean Difference
Executive Performance	4.02	0.39	25.85	96	0.000	1.02
Financial Perspective	4.50	0.86	17.08	96	0.000	1.50
Customer Perspective	4.26	0.33	37.56	96	0.000	1.26
Internal Processes Perspective	3.88	0.36	24.15	96	0.000	0.88
Learning and Development Perspective	3.45	0.73	6.16	96	0.000	0.45
Organizational Commitment	3.23	0.31	7.40	96	0.000	0.23
Affective Commitment	3.90	0.45	18.43	96	0.000	0.90
Continuance Commitment	3.23	0.28	8.15	96	0.000	0.23
Normative Commitment	2.55	0.54	-7.80	96	0.000	-0.43

According to the above table, mean and standard deviation of executive performance are  $0.39 \pm 4.02$ , respectively. The mean and standard deviation of financial perspective, customer perspective, internal processes perspective and learning as well as development perspective were  $0.86 \pm 4.50$ ,  $0.33 \pm 4.26$ ,  $0.36 \pm 3.88$ , and  $0.73 \pm 3.475$ , respectively. This shows optimum state of statistical sample. Also, the t statistic shows the significance difference between the mean of sample and size regarding the executive performance and its components. The mean and standard of organizational commitment, affective commitment and continuance commitment were  $0.31 \pm 3.23$ ,  $0.45 \pm 3.90$ , and  $0.28, 3.23$ , respectively. To examine the perspectives of participants regarding the executive performance and organizational commitment based on the gender, t test was used.

Table 2. The results of t-test for comparing the mean of employers’ views regarding the executive performance and organizational commitment based on the gender

Statistic/Gender	Variable	Frequency	Mean	Standard Deviation	Degree of Freedom	T Statistic	Level of Significance
Male	Executive Performance	32	4.01	0.41	95	-0.28	0.77
Female		65	4.03	0.38			
Male	Organizational Commitment	32	3.19	0.30	95	-0.82	0.41
Female		65	3.25	0.32			

Based on the results of table 2, calculated t at  $P < 0.05$  does not show any significant mean difference of male and female perspective regarding the executive performance and organizational commitment one way variable analysis test was used to examine the perspectives difference regarding the executive performance and organizational commitment based on the academic degree.

Table 3. The results of F test to compare the mean of executive performance and organizational commitment based on the academic degree

Statistic	Variable	Sum of Squares	Degree of Freedom	Mean of Squares	F	Level of Significance
Intergroup	Executive Performance	0.40	3	0.13	0.87	0.45
Intragroup		14.28	93	0.15		
Total		14.68	96			
Intergroup	Organizational Commitment	0.14	3	0.04	0.46	0.70
Intragroup		9.37	93	0.10		
Total		9.51	95			

As seen in the above table, the calculated t at 0.05 level does not show any mean difference of employers’ perspectives regarding the executive performance and organizational commitment based on the academic degree. It was found that the state of executive performance and its components were optimum. Findings of this research question are in line with the ones reported by Rastegari (1999), Kamdide (2002) and Galavandi (2010) who stated that the optimum state was higher than average; however, these results are not supported by the ones concluded by Ganbarzade (2012) and Winder (2011) since they reported that the state was not optimum. It was concluded that the level of executive performance of employers were higher than minimum in Taleghani Hospital and is not optimum. It is considered that systematic and comprehensive inference have not been employed to make the evaluation in this regard since this model views the performance from different perspectives. Managers and officials of hospital should consider rapid decision-making process, the cooperation of all members in implementing the related affairs, supervising and bringing action into practice. Also, it was realized that the organizational commitment state was optimum. This finding is in line with the ones reported by Motedaien (2011) and Soltanzade (2012). One can say that the inclusion of organizational commitment among staff leads to lowering of job abandoning and increasing of incentive on the part of the employers to be respected in organization and the giving rise to the feeling that employer feel proud when the organizational benefits are priority. The dependence of employers on the workgroup an organization is achieved when the

organization views the employer as a family member. The obtained results regarding the difference of perspective of employers in line with executive performance indicated that there was no significant difference based on the gender and academic degree. The obtained result is in line with the ones reported by Galavandi (2010), Ganbarzade (2012), and Amartonga *et al.* (2002). It was concluded that there was no significant difference between the participants' views regarding the employers' performance on the balanced scorecard. Since most of the subjects were similar in terms of demographic state, no difference was observed regarding the executive performance perspectives. The results obtained are in line with the ones concluded by Taravian (2006), Tahrir *et al.* (2010), Yang (2007), Manzor and Naeim (2011). Since organizational commitment falls into the category of human perspective and perspectives can be different in terms of the internal attributes in male and female, one can say that it is normal to have different perspectives regarding the organizational commitment.

## Conclusion

Making effort and effective use of a variety of resources such as work force, materials, energy and information are the main targets of all managers across organizations, and industrial groups. Proper equipment, balanced working condition and existence of qualified human resource are among the necessary conditions that should be taken into account by the managers in an aim to reach the optimal performance. All human-based efforts are made to attain ultimate performance and there are different factors involved in this process among which is human factor. Capturing attention toward employers has been the main discussion. This tendency is highly applicable and is employed across industrial and developed countries which had made deep transformation in working principles. This has led to the fact that the importance of human resource and studying it in organization are considered as the providing factors of productivity in public and commercial organizations. Conducted studies manifest that the research topic was less paid attention. Due to the shortage of such studies and lack of capability to make use of the results, it seems essential that a strong decision is made so that empirical and theoretical evidences are provided. It would be possible for employers to get expert when the executive performance and organizational commitment are met which results in maximizing the productive power in society.

Since the balanced scorecard measures the organizational performance through adding three other dimensions, it is suggested that the organizational officials make use of this new evaluating system to assess their employers' performances. Also, it is recommended that efforts are made to attract the research budget through national and outer-organizational plans, increasing secondary incomes of organization by means of holding in-service workshops, providing technical and scientific services. It is further suggested that managers consider the performing rate, cooperation of group members in executing pertinent tasks in organization, controlling and monitoring the rate of executive performance in developing employers. It is recommended that conditions are established so that employers can make connections freely so that affective and friendship links are enabled. Finally, it is recommended that conditions are provided so that employers can get acquainted with the position and roles of organization when confronting with society and clients which can further establish common understanding of goals and organizational roles as well as making commitment among the employers.

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