

EXPLORING THE RELATIONSHIP OF EMPATHY AND ASSURANCE ON ORGANIZATIONAL COMMITMENT AND MEDICAL PRACTITIONERS' SATISFACTION: AN EMPIRICAL ANALYSIS OF JAWAHARLAL NEHRU MEDICAL COLLEGE

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ABSTRACT--The purpose of this paper is to explore the relationship of empathy and assurance on organizational commitment and their effect on medicinal practitioners' satisfaction towards Jawaharlal Nehru Medical College (JNMC). It is an observational research where cross sectional design was used among 410 medical practitioners with the help of self administered questionnaire based on five point Likert scale. This study also used descriptive statistical technique and structural equation model to investigate their relationship. The results demonstrated that assurance is the primary determinant for medical practitioners' satisfaction, trailed by organizational commitment. Nonetheless, assurance and empathy underscored inconceivably indicators for commitment and that eventually prompts medical practitioners' fulfillment in JNMC. It will gigantically help both JNMC specialists and medical authorities in making reasonable frameworks to construct the tendency of medical practitioners' satisfaction for a viable and effective organizational commitment through empathetic and assured course of action. This assessment is initiating as in the contemporary period medical experts' fulfillment had tolerably been less researched in the Indian setting of JNMC and it is acting like a source that gives standard stuff to increase hierarchical commitment responsibility through empathy and assurance for the medical industry.

Keywords-- Empathy and Assurance, Organizational Commitment, Medical Practitioners' Satisfaction, and Jawaharlal Nehru Medical College.

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I. INTRODUCTION

The quality of each organization is the satisfaction of profession in which they possess crucial place (Bahadur Waseem, A. Saira & Z Salman, 2018). The most imperative factors in accomplishing this objective of

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these associations are imperative factors (Dayal Sandhu, 2019; Anhang Price R, Elliott MN, Zaslavsky AM, Hays RD, Lehrman WG, et al., 2014). In medical associations, the most significant factors are instructors who not only act as a guide and facilitator for transmission of valuable treatment yet additionally an inculcator of qualities and transformer of inward being. They likewise need to support their personalities to be an incredible one (Decety J., Jackson P. L., 2004; Saane N, Sluiter JK, Verbeek J.H.A.M, Frings-Dresen M.H.W, 2003). Along these lines, to deliver effective quality of treatment, we need productive and contented practitioners'. As of late, Medical Practitioners' Satisfaction has become a significant factor of medical care industry just as work environment and for that purpose organizational commitment is considered as one of the key elements for the accomplishment of the medical associations and eventually for the expert existence of the practitioner, all these could be possible by taking empathy and assurance factors into the account with due efforts of medical authorities (Parasuraman A, Berry L, Leonard Zav., 1988; Bahadur Waseem, A. Saira & Z. Salman, 2018). At the point when individuals have high fulfillment criteria in their respective organizational environment, it might be progressively liable for the association to develop high empathetic assurance so that a better proximity of relationship could be created for a longer span of time in Jawaharlal Nehru Medical College (Meyer J P and Allen N, 1997; Gleichgerrcht E., Decety J., 2014).

It is forthcoming that highly satisfied practitioners' will be progressively dedicated to their particular organizations and that leads to increase their retention and debilitating in their turnover rates (Halil Z, Nizamettin B, Selim Z, 2010). In the present period, there is edgy necessity of incredibly fulfilled, satisfied and dynamic medical practitioners' in an association to accomplish and endure their serious development (Decety J., Jackson P. L., 2004). Be that as it may, practitioners' are feeling focused, debilitated and uncertain because of insecure workplace practiced in their foundations. Along these lines, every one of these vulnerabilities set them up to quest for profound sign (Kelley J. M., Kraft-Todd G., Schapira L., Kossowsky J., Riess H., 2014). Apparently unfulfilled otherworldly needs inspire practitioners' of the present instructive organizations to look for the real importance in their professional lives. Along these lines, the empathy, assurance and organizational commitment are delivering required adjustment in the working environment esteems embracing agreeable collaboration as opposed to freeze at the working environment and for that purpose practitioners' need to work with their heart and soul (Kumar P, Khan A.M, 2014; Maxwell, R.J., 1984). It is when people work with their souls they discover meaning and reason, a sort of satisfaction that implies the working environment can be where individuals can communicate their entire or whole selves and be satisfied (Mercer S. W., Reynolds W. J., 2002). Empowering the statement of medical practitioners' involvement with its most profound may decrease pressure, conflict, and truancy, yet also they will enhance work performance (Meyer J P and Allen N, 1997; Moliner M.A., 2008). In this regard, empathy and assurance are seen progressively as a significant factor in this organizational committed environment for the satisfaction of medical practitioners' of Jawaharlal Nehru Medical College.

However, building up profound selves of medical practitioners' implies growing their cognizance so they may see the world liberated from ordinary limitations and liberating themselves to see all the more plainly in this way empowers chances to imaginatively advance their medical associations with others (Kumar P, Khan A.M, 2014; Oladotun KJ, & Öztüren, A, 2013). If there should be an occurrence of medical practitioners', their job goes past treating or imparting information yet in addition expects them to include effective working of patients to cure their ailments (Owusu-Frimpong N, Nwankwo S, Dason B, 2010). The present practitioners' need to keep

pace with expanding organizational commitment request and fast increasing speed of progress which may expect them to adjust up between inner and external life to stay sound with empathy and assured factors (Ramaiah Itumalla, 2012; Ramalho Luz, C., Luiz de Paula, S. and de Oliveira, L, 2018). At the point when work environment can produce environmental factors that are great for practitioners, be exposed to concordance in lead and confidence, their morals, and a feeling of thought process in their calling, a clear design of empathetic orientation show up their assurance for the working organization (SM Irfan, A. Ijaz, MM Farooq, 2012; Zineldine M, 2006). In this manner, in view of the current hypothesis and past investigations, this examination is directed with intend to dissect the relationship of empathy and assurance on organizational commitment and that ultimately satisfy the medical practitioners through their activities in JNMC. In the light of identified previous studies, following hypotheses have been framed to achieve the stated objective of this empirical relationship:-

- There exists no significant relationship between empathy and organizational commitment on Medical Practitioners' of JNMC.
- There exists no significant relationship between assurance and organizational commitment on Medical Practitioners' of JNMC.
- There exists no significant relationship between empathy and medical practitioners' satisfaction in JNMC.
- There exists no significant relationship between assurance and medical practitioners' satisfaction in JNMC.
- There exists no significant relationship between organizational commitment and medical practitioners' satisfaction in JNMC.

II. MATERIALS AND METHOD

1.1 Research Design

This study is based on cross sectional pattern where the investigators used empathy, assurance, organizational commitment and Medical Practitioners' Satisfaction factors to collect information from practitioners' working in Jawaharlal Nehru Medical College. The items of 'empathy factor' were collected from the studies of Parasuraman et al., (1988), Maxwell (1984), whereas, 'assurance factor' were resultant from the studies of Ramaiah Itumalla (2012) and S.M. Irfan, A Ijaz, M.M. Farooq (2012). The studies exercised by Meyer J.P. and Allen N (1997); R Dunham, J Grube, M Castañeda (1994) and Ramalho Luz, C., Luiz de Paula, S. and de Oliveira, L (2018) have recognized in terms of 'organizational commitment'. While, the studies of Wong J.G. (2008); Kumar P, Khan A.M. (2014) and Saane N, Sluiter JK, Verbeek J.H.A.M, Frings-Dresen M.H.W. (2003) have acknowledged for 'medical practitioners' satisfaction'. After we break down information normality, outlier multivariate, and multicollinearity, investigators collected information from 410 practitioners' and that can be utilized in dissect of hypotheses framed on the basis of stated objective (Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E., 2010; Hooper, D., Coughlan, J., & Mullen, M. R., 2008). This research study utilized descriptive statistics, factor analysis and Structural Equation Modeling (SEM) with SPSS 20.0 and AMOS 20.0. On the other hand, the resulting table one explains the estimates of the variables and its criticalness

for the confirmatory factor analysis of 25 items with basic fundamental components (Bentler P.M., 1990; Byrne, B.M., 2001).

1.2 Sample Design and Procedure

Convenience testing method was utilized as far as adapted questionnaire relied upon a five-point Likert scale. The underlying portion included demographic profiles (gender, professional diversification, service engagement commitment, age and education level) of the medical professionals'; while, the ensuing fragment dealt with the self-sufficient components of different variables. The data was assembled in two stages from September 2019 to December 2019. In the primary stage, data was created from 50 respondents with the ultimate objective of pilot study. In the resulting stage, data was made from bigger sample of 410 practitioners'. The population consists of medical practitioners' who are working in JNMC. As per the yearly reports prepared by its central record segment, the various divisions have adequate medical professionals as per the statutory managing bodies (<https://www.amu.ac.in/annreport.jsp> and <https://www.amu.ac.in/principal.jsp?did=10146>). Considering this, we had dispersed 500 questionnaires as past assessments have watched a degree of comparative response (Cavana, R., Delahaye, B., & Sekaran, U., 2000; Krejcie and Morgan, 1970). Out of 500, only 410 respondents restored the questionnaires and as indicated by rule of thumb technique, the sample size of 410 restorative specialists' is aggregate (Kerlinger, F.N., 1986; Krejcie and Morgan, 1970). This exhibits 82 percent of reaction rate which is higher than the typical of response rates uncovered in such sort of studies (Cavana, R., Delahaye, B., & Sekaran, U. 2000;). The general reliability of the scale was .872 which is seen as satisfactory (Cronbach, L. J., 1951). In the table one, factor credibility was verified; loading factor and construct reliability for all indicators were confirmed above 0.4 and 0.7.

Table 1: Confirmatory Factor Analysis

Construct	Items	Factor Loading	Critical Ratio	p	Construct Reliability
Empathy	EMP1	.672	5.432	.000	.871
	EMP2	.549	5.324	.000	
	EMP3	.627	6.561	.000	
	EMP4	.582	5.289	.000	
	EMP5	.591	7.342	.000	
	EMP6	.635	5.981	.000	
Assurance	ASS1	.716	5.852	.000	.892
	ASS2	.781	7.289	.000	
	ASS3	.653	5.892	.000	
	ASS4	.592	6.245	.000	
	ASS5	.632	6.275	.000	
	ORGCOM1	.587	5.276	.000	
	ORGCOM2	.645	7.243	.000	

Organizational Commitment	ORGCOM3	.751	5.741	.000	.874
	ORGCOM4	.726	6.671	.000	
	ORGCOM5	.761	7.289	.000	
	ORGCOM6	.589	6.672	.000	
	ORGCOM7	.498	5.562	.000	
Medical Practitioners' Satisfaction	MPS1	.549	6.289	.000	.895
	MPS2	.716	5.642	.000	
	MPS3	.724	7.297	.000	
	MPS4	.693	5.874	.000	
	MPS5	.641	6.573	.000	
	MPS6	.690	5.961	.000	
	MPS7	.662	7.378	.000	

Source: Survey data and prepared by the researcher

III. DATA ANALYSIS AND RESULTS

3.1 Descriptive Analysis of Demographic Factors

According to the medical practitioners' outline dependent on gender orientation, 360 were males and 50 were females. While, 14.64 percent were aged 19 to 34 years, 56.10 percent were aged 45 years or more, and 29.26 percent were aged 35 to 44 years that implies the majority of the experts' are sufficiently developed to comprehend the vicinity of hierarchical commitment and the components of their satisfaction through empathy and assurance (Owusu-Frimpong N, Nwankwo S, Dason B, 2010; Mercer S. W., Reynolds W. J, 2002). Regarding professional diversification of medical practitioners', larger part of the specialists' had a place with surgeon and physician category (12.20 percent), while, different class of professionals' were 14.62 percent, ophthalmologist and dental specialist (17.08 percent), gynecologist and obstetrics pediatrics (12.20 percent) and junior resident class had 43.90 percent practitioners', to the extent of education profile, 26.82 percent were doctorate and other accreditation holder, 17.08 percent were post graduate, and remaining 56.10 percent were medical graduate. It implies dominant part of specialists' realize the diversified way to deal with their professional commitment criteria judiciously. Most definitely, 14.62 percent specialists' were of over ten years, 43.90 percent were of 5 to 10 years length, 26.86 percent were of 2 to 5 years, and 14.62 percent were of under 2 years period which means still experts are sufficiently developed to comprehend the worldview approach of their empathy and assurance factors with organizational commitment in the medical care industry of JNMC (Bahadur Waseem, A. Saira & Z. Salman, 2018; Halil Z, Nizamettin B, Selim Z, 2010; Owusu-Frimpong N, Nwankwo S, Dason B, 2010).

3.2 Hypotheses Testing and Results

To the extent of hypotheses testing mentioned under table two and three, the results exhibited significant relationship of assurance on organizational commitment ($p=0.008$; $\beta=.72$), however, its shows 72 percent estimation impact practitioners', while the basic proportion ($CR=6.796$) heightens it as a noteworthy determinant

for medical practitioners' fulfillment, so this hypothesis got accepted (R Dunham, J Grube, M Castañeda, 1994; Ramaiah Itumalla, 2012). On the other hand, empathy estimation ($p=0.151$; $\beta=.48$) vehemently not affected organizational commitment towards medical practitioners' fulfillment made by JNMC, so this hypothesis got rejected (Dayal Sandhu, 2019; Bahadur Waseem, A. Saira & Z. Salman, 2018). While, medical professionals' fulfillment ($p=0.025$; $\beta=.62$) is strongly affected towards their organizational commitment to give JNMC benefits constantly, so this hypothesis is accepted (Gleichgerrcht E., Decety J, 2014; Halil Z, Nizamettin B, Selim Z, 2010). It furthermore communicated that the medical workforce is progressively concerned over practitioners' concern to create and hold fondness among them (Maxwell, R.J, 1984). In order to test the association between estimations of empathy and assurance on medical professionals' fulfillment, all determinants were found having important and significant relationship from the delivery of services provided by JNMC. Therefore, the examination further communicated that empathy variable ($p=0.048$; $\beta=.56$) and assurance factor ($p=0.023$; $\beta=.61$), were influencing medical practitioners' satisfaction, so these hypotheses also got accepted (Meyer J P and Allen N, 1997; Owusu-Frimpong N, Nwankwo S, Dason B, 2010).

Table 2: Summary of Hypothesis Testing

Hypotheses	Estimate	C.R.	P	Inference
Empathy → Organizational Commitment	.542	5.827	0.151	Not Supported
Assurance → Organizational Commitment	.642	6.796	.008	Supported
Empathy → Medical Practitioners' Satisfaction	.684	6.781	0.048	Supported
Assurance → Medical Practitioners' Satisfaction	.589	6.752	0.023	Supported
Organizational Commitment → Medical Practitioners' Satisfaction	.685	6.769	0.025	Supported

Source: Survey data and prepared by the researcher

Table 3: Estimated Model's Test Statistics

Fit Index	Recommended Values*	Observed Values
CMIN/DX	<0.30	241.186
GFI	0.90	0.935
AGFI	0.80	0.895
NFI	0.90	0.954
CFI	0.90	0.986
RMSEA	<0.70	0.052

Notes: CMIN/D.F – Chi-square value/degrees of freedom, GFI – Goodness of Fit Index, CFI – Comparative Fit Index, NFI - Normated Fit Index, AGFI – Adjusted Goodness of Fit Index, RMSEA – Root Mean Square Error of Approximation.

* Sourced from Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E., 2010; Hooper, D., Coughlan, J., & Mullen, M. R., 2008; Hu, L.-t., & Bentler, P. M, 1998; Kerlinger, F.N., 1986.

Source: Survey data and prepared by the researcher

Accordingly in the wake of separating the entire relationship, assurance ($\beta = .72$) is one of the most focal determinant of medical experts' satisfaction, whereas, organizational commitment ($\beta = .58$) made a reasonable endeavor to have a comparable association between medical experts' fulfillment and attributes of organizational commitment towards JNMC (Parasuraman A, Berry L, Leonard Zav, 1988; Ramalho Luz, C., Luiz de Paula, S. and de Oliveira, L., 2018). However, medical specialists' fulfillment recognized the best effect on organizational commitment variable to make positive vicinity of association between these two factors (SM Irfan, A. Ijaz, MM Farooq, 2012). In the light of organizational commitment, the subsequent part of empathy ($\beta = .48$) has not affected much in the thought of medical consideration industry (Zineldine M, 2006). Therefore, it shows empathy has not been the most influencing element for organizational commitment in JNMC (Decety J., Jackson P. L, 2004; Bahadur Waseem, A. Saira & Z. Salman, 2018). Furthermore as mentioned under table three, RMSEA scores underneath 0.10 are generally viewed as of good sign fit, and our value is 0.08, which is a strong counterpart for the model (Bentler P.M, 1990; Byrne, BM, 2001; Cavana, R., Delahaye, B., & Sekaran, U, 2000). In this regard, it is exhibited that four hypotheses are basically influencing the association between measurements of organizational commitment like empathy and assurance on medical professionals' satisfaction that improve the gradual replica of JNMC through their commitment in the medical field for better and productive services (Gleichgerrcht E., Decety J., 2014; Halil Z, Nizamettin B, Selim Z, 2010; Kelley J. M., Kraft-Todd G., Schapira L., Kossowsky J., Riess H, 2014).

IV. DISCUSSION AND IMPLICATIONS

This research recognized the association amongst organizational commitment, empathy, and assurance on medical professionals' fulfillment, and reviewed the impact of these estimations on each other in JNMC including a sample of 410 practitioners' to whom structured questionnaires were distributed. The results indicated that assurance is seen as the most chief factor among all the estimations for organizational commitment (Kelley J. M., Kraft-Todd G., Schapira L., Kossowsky J., Riess H, 2014). In addition, medical experts' fulfillment anoint greatest impact on commitment with due comprehension of conduct of specialists' so these parts may not hamper their fulfillment and commitment towards JNMC (Maxwell, R.J, 1984; Moliner M.A, 2008; Owusu-Frimpong N, Nwankwo S, Dason B, 2010). To the extent of commitment, assurance wind up being the most raised applying construct among all the measurements and that made a distinguish impact in the psyches of centered medical experts' so they may not misconceive with their work commitment, whereas, medical professionals' fulfillment is concerned, empathy is apparently the least decision factor among the entirety of the measurements in JNMC (Ramalho Luz, C., Luiz de Paula, S. and de Oliveira, L, 2018; SM Irfan, A. Ijaz, MM Farooq, 2012; Zineldine

M, 2006). These disclosures could fill in as proposals for JNMC specialists to evaluate their relationship and its outcomes for medical professionals' so it can give an effective result to enlarge the medical industry.

V. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This exploration was confined to investigate the relationship among empathy, assurance, organizational commitment, and medical professionals' fulfillment in JNMC. Further assessment in various sorts of associations may give differing information into the revelations of this research. As demonstrated by the essential of the different organization, these estimations could be added or changed to fit in the unequivocal characteristics and extra assessment is proposed to be done longitudinally in order to assess the relationship by taking time, nature and territory insightful. The sample included JNMC practitioners' working in medical industry and it may be furthermore coordinated among unmitigated of various professionals'.

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Conflict of Interest: Nil.

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