



6th International Research Symposium in Service Management, IRSSM-6 2015, 11-15 August
2015, UiTM Sarawak, Kuching, Malaysia

The Path towards Healthcare Sustainability: The Role of Organisational Commitment

Choon Yih Goh^{a,*}, Malliga Marimuthu^b

^aFaculty of Business, Multimedia University, Jalan Ayer Keroh Lama, Melaka 75450, Malaysia

^bSchool of Management, Universiti Sains Malaysia, Minden, Penang 11800, Malaysia

Abstract

The demand for quality healthcare service has been increasing due to consumer awareness on the importance of health and quality of life. The mushrooming of healthcare institutes has further forced these organisations to relook, design and formulate strategies that is able to fulfil not only customers' but also other stakeholders' demand. Hence, in order to stay competitive in the industry, healthcare institutes need to further ensure that proven strategies are sustained and continued in its implementation in long term until a better strategy is introduced. Past studies has indicated various dimensions that influence healthcare sustainability. These dimensions such as training and mentoring, leadership that leads to retention and satisfaction, effective management practices, the readiness to adapt, and the willingness to collaborate are related to human behaviours or attitudes. However, study on one of important human attitude, organisational commitment, and its role in healthcare sustainability is still lacking. This study tends to provide the basis that indicates the role of organisational commitment on healthcare sustainability. The study will provide a good platform in future study where an empirical study can be conducted.

© 2016 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of the Universiti Teknologi MARA Sarawak

Keywords: sustainability; healthcare; organisational commitment

* Corresponding author. Tel.: +6-062-523-073.

E-mail address: cygoh@mmu.edu.my

1. Introduction

The demand for a better quality of life is being pursued when a country continues to develop and progress. According to Andaleeb, Siddiqui, and Khandakar (2007), the status of healthcare in a country determines the country's development in term of well-being and life quality of its citizen. Individuals have realised the importance of health in order to pursue quality of life and they begin to realise the importance of healthcare services provided by healthcare institutes. This has increased the demand for healthcare services (Noor Fadzlina Mohd Fadhil, Mariana Jusop, and Abdul Aziz Abdullah, 2012). This ever increasing demand has forced healthcare institutes, especially the private and self-funded ones to find ways and formulate strategies to continuously cater these demands. Things get even more challenging when private healthcare institutes are mushrooming and the competition among these institutes has increased (Chan and Wang, 2013). As to remain competitive in the healthcare industry, hospitals have begun to design and formulate strategies that are able to fulfil customers' demand through quality service delivery (Ament, Gillissen, Maessen, Dirksen, van der Weijden, and von Meyenfeldt, 2012). However, issues such as high raising cost, limited resources and limited budget have always been a major constrain for healthcare businesses to grow continuously (Martin, Weaver, Currie, Finn, and McDonald, 2012). Therefore several researchers stressed that quality improvement strategies need to be designed and implemented in a sustainable manner to ensure long term benefits can be achieved (Ament et al., 2012 and Hovlid, Bukve, Haug, Aslaksen, and von Plessen, 2012).

According to Noor Hidayah Jamaluddin et al. (2013), healthcare institutes have been actively seeking for sustainable practice in its organisation. A report from National Health Service (NHS) from the United Kingdom has reported that new and effective strategies and practices that proven to be able to provide benefits somehow fails to remain and sustain over time (Martin et al., 2012; Ament et al., 2012). The institute refers this as "improvement-evaporation effect" (Martin et al., 2012; NHS institutes, 2007). It is important to understand that successful change and implementation of strategies in any organisations does not occur and remains in long term (Martin et al., 2012) without the good support of human capital (Unger, Rauch, Frese, Rosenbusch, 2011).

With this, it is important to ensure healthcare institutes to execute sustainable strategies in delivery of quality healthcare services to meet the ever increasing demand from the society. Past studies have indicated various dimensions such as training and mentoring, leadership that leads to retention and satisfaction, effective management practices, the readiness to adapt, and the willingness to collaborate which affect strategy sustainability that lead to organisation's performance. According to Ramirez et al. (2013), all dimensions of sustainability need to be focused in order to build a sustainable organisation. For the purpose of this paper, the study examines medical employees' commitment to organisation for sustainability practices in the context of healthcare. Organisational commitment has been seen as one of the most important dimension in determining organisation performance. However, there is a limited study that link organisational commitment dimension to sustainability practices and performance in healthcare settings.

2. Sustainability of healthcare institutes

Corporate organisations have realised the importance of sustaining business operations and practices as to further improve the organisations' performance in the long run. This awareness has caused organisations to pursue sustainable practices for the benefits of the company, employees and its customers in the long run (Benn, Dunphy, and Griffiths, 2006). The implementation of sustainability practices have extended in the healthcare industry.

The term sustainability has been defined differently by various researchers. Although a group of studies on sustainability in healthcare has focused on the efficient use of resources and management of capital, some other researchers see sustainability as a dynamic continuous process of improvement. Ament et al. (2012) defined sustainability as the implementation and continuous use of new practices that are able to produce intended outcome in a long period of time. As for Mendel, Weinberg, Gall, Leuschner, and Kahn (2014) who conducted a study on system improvement sustainability in healthcare, the authors concluded that sustainability relies on the improvement of components of the healthcare systems and the support of these components provide for each other. A study conducted by Ramirez et al. (2013), feel that sustainability may occurs with the balance focus on environmental, social, and economics development in healthcare institutes. Noor Hidayah Jamaludin et al. (2013) in their study stress that a sustainable healthcare institute depicts a system that focuses on the development of various approaches

Download English Version:

<https://daneshyari.com/en/article/1107452>

Download Persian Version:

<https://daneshyari.com/article/1107452>

[Daneshyari.com](https://daneshyari.com)