



# **Relationship of Job Design, Organizational Commitment on Compensations of Physicians In A Private Hospital, Philippines**

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## **ABSTRACT**

The profession of a physician is one of the highly respected and challenging jobs in the world today. It is one of the fields where intelligence and hard decisions are made to save lives. This study examined the relationship between job design, organizational commitment, and compensations; if job design and organizational commitment are predictors of compensation of physicians of a private hospital in Manila, Philippines; and if there is a significant difference in compensation when physician's gender and years of service are considered. The research design was correlational using a t-test, analysis of variance (ANOVA), regression, and Pearson Correlation. Fifty hospital physicians were conveniently selected to answer a self-constructed questionnaire. The study revealed that job design and organizational commitment has a positive correlation to compensation in a health facility. Sex and years of service of the physicians do not differ on compensation. The study also revealed that attention should be given to organizational commitment. Organizational commitment predicted a positive relationship to compensation, but job design in terms of prediction, could not predict compensation though it had a positive relationship, which requires future studies to further investigate using other variables.

**Keywords:** Job Design, Organizational Commitment, Compensation.

## **INTRODUCTION**

The profession of a physician is one of the highly respected and challenging jobs in the world today. It is one of the fields where intelligence and hard decisions are made to save lives. There are many activities, operations, duties, and responsibilities physicians go through in any healthcare organization and their services are needed in a continuum of care. The role of physicians in administering Medical care to people to be as healthy as possible should also reflect in their compensations because the tasks of practitioners are both physically and mentally demanding (Sheridenlaw, 2016).

According to Orentlicher (2018) physicians undertake a primary ethical responsibility by placing patient lives above their interest, and elaborates on historical evolution to treat and the

motive behind the duty, restoring a sturdy duty to treat would guard patients welfare without endangering physicians to undue risks. Every risk is worth its benefits(WHB, 2017). Healthcare organizations like the hospital need physicians who are apt and can affect the healthcare facility in terms of patient care, likewise a fair wage to meet such demands.

The compensation of physicians has been unraveling year by year. According to Doximity (2018), U.S. Physician Compensation Report, there is almost an annual gap of \$100,000 between metro cities per physician and on a gender basis. There is a 27.7% gap between females and males doctors. This phenomenon is also found in the Philippines where there are salary discrepancies among the doctors (Batang, 2015). This requires a need for proper compensation structure for physicians.

The success of every organization can be viewed through the elements of job design coupled with the organizational commitment that leads to a good compensation package for its workers. Given compensations, there is a role that an organization plays to cement its workers.

Notwithstanding Muhammed, (2016) noted that organizational commitment is developed through a means of identifying where an individual does something of that is known as the development itself. A physician will remain with a healthcare organization no matter what happens, attend work regularly, work the whole day, protect the hospital's assets, and share the objectives of the organization and among others when the needs are met. A workforce that is committed is an additional advantage to any organization. Organizational commitment consists of affective commitment, normative commitment, continuance commitment (Hafiz, 2017). This component of organizational commitment affect the performance of the employee.

Another key area that determines the compensation of physicians is how their jobs are designed. Job Design is referring to the way that a set of tasks or an entire position is organized. According to Lojomac (2014) job design includes specifying the method and content of a job, and also elaborates on two basic approaches to how jobs are designed, which is focusing on efficiency through the eyes of job specialization and on behavioral approaches. The amount of time and the specializations that physicians have in their work reflects in the compensations due to them.

Moreover, Henry,(2019 ) claimed that a physician should be able to finish a given task, including collecting, recording, and maintaining patient information such as medical histories, reports, and examination results. He or she must be able to explain procedures and discuss test results or given treatments with patients in a professional and open manner. Henry also asserts that a physician should be able to monitor patients' progress and conditions as well as

continually measure the efficiency of a given course of treatment and all these responsibilities are worth compensations.

According to Batang (2015), he examined the Doctor's Salary in the Philippines and realized that resident physicians in the Philippines are underpaid and overworked, much more underpaid than our Western counterparts. The confirmation of Batang(2015) assertion is noted in the national survey report that showed that there is a challenge in the pay structure of the Philippines which has created many staff turnovers for medical doctors. The dichotomy is on whether the compensation given to doctors measures up to what the competitors in other countries are paid. It is as a result of this gap that physicians are underpaid leading to the movement from one hospital to the other; this study seeks to address the compensation packages of physicians in a private Medical Center in the Philippines.

The quest for suitable compensations for physicians on job design, organizational commitment has affected job satisfaction, and therefore this research will seek to answer the following questions.

1. Is there a significant relationship between job design and compensation?
2. Is there a significant relationship between organizational commitment and compensation?
3. Is there a significant difference between sex and compensation?
4. Is there a significant difference between Years of service and compensation?
5. do organizational commitment and Job design, predict compensation?

The below shows null hypotheses developed to foretell the various relationships between variables.

1. There is no significant association between job design and compensation.
2. There is no important relationship between the commitment and compensation of the organization.
3. There is no significant gender and compensation differentiation.
4. there is no difference in years of service and compensation significantly.
5. Compensation is not predicted by job design and organizational commitment.

This research is significant because it would improve the organizations' commitment to compensations due to physicians. The study would also back to the knowledge-based essentials for the practice of healthcare management to re-examine how to compensate its physicians to suit commitment and job design. This paper has significance for not only physicians in a private

hospital but the smooth operation of other hospitals in general. The result of this research would be made available the results obtained to assist the hospital in its administrative responsibilities. Managers of hospitals would learn about how to coordinate job design, organizational commitment on suitable compensations to their physicians to enhance effective service and cooperation.

This study will be conducted in a private hospital, Manila, Philippines in 2019 in terms of scope and limitation. The primary respondents will be physicians who are employees and also physicians who work on part-time bases in the hospital.

## **LITERATURE REVIEW**

Essays,(2013) defined job design as a manner of entering the multiple components to shape a work, taking into account organizational and particular employee demands, as well as considering health, security, and ergonomics, and also how to organize a set of duties or a whole position. Chand,(2015) also presupposes that job design is systematic and sequential to work scrutiny. In other words, job design involves specifying the content of a work, how the job refers to the organization's other employees. The techniques of working used in their results. A manager's capacity to identify the right strategy makes it imperative for the organization to obtain the greatest degree of production and effectiveness through the employees.

Job design consists of job rotation, job enrichment, job enlargement, and job specification. Another assertion to job design by Lussier and Hendon (2017) states that it's distinguishing task that every worker is accountable for finishing similarly as identifying however those tasks are going to be accomplished. In other words, Bhim (2018) explains that Job design is the structure-building method for job operations. This is a systematic process in which particular work is organized. Therefore, it is the logical sequence of job analysis that gives the incumbent's job-related information and skill requirement.

The processes involved in moving employees from one particular job to another, other than performing only one work, workers are given the opportunity and trained to perform two or more distinct jobs on a rotating basis. This is by revolving workforces from one job to another; managers believe they can motivate interest and inspire while so long as workers with a wider viewpoint of the organization (Kreitner, 2014).

Nevertheless, Parker(2014) realized that job tasks are performed based on the different opinions of people assigned to perform such a task and is a significant job. Characteristic concerning learning for the reason that workers who are allowed with the freedom to operate can explore for strategies to deal with non-routine work situations. Also, Lussier and Hendon (2017) refer to job rotation as performing the different job in some sequence, each for a set period of time. In doing so employees can use their

knowledge brilliantly to select among the strategies identified and this selection will help to learn in the learning processes.

Changing a job so that a worker has the chance to experience responsibility, achievement, advancement, stimulating work, and recognition are basic features that can be merged into a job through vertical loading (Kreitner, 2014). Likewise, If jobs put stress on workers' skills and pay for broad learning opportunities, organizations may become learning settings in which human capital can allow sustainable product-market advantage (Sung and Ashton 2015). On the other hand, Joy (2015), elaborates that job enrichment serves as a change that relates to employees and works basic relationship, and

Similarly, employee behaviors change in ways that gradually lead to better organizational attitudes and better self-image. The sense of autonomy and personal freedom helps employees view their jobs in a positive way, and an organization can be enriched by job enrichment. Whereby' Individuals can experience in a healthy way the mental abilities that are developed from the new skills and perform a job. It encourages individuals to develop and push themselves. Finally, it helps the employer merely by ensuring employee engagement and collaboration to bring about organizational changes.

According to Lussier and Hendon (2017) job enlargement involves adding a task at the identical time level to broaden the selection and by broadening the amount of labor for the employee we are touching the core job characteristics of skill variety and that is also serving to duty identity and significance.

Joy (2015) Job enlargement is horizontally developing a work. It increases work space; that is, it increases the number of different procedures required in a job and the occurrence with which the work cycle is repeated, and it increases the number of work performed by an individual. It increases job scope and job diversity. In other words, job enlargement spells out the lack of variations in overspecialized jobs, it has done less than enough to provide challenge or importance to a worker's activities. Russo (2016) Work simplification portrays jobs being divided into their smallest units and then analyzed to achieve effectiveness.

The availability of a skill development measure is a rare feature, that skill acquisition is made easier when the task is broken down into smaller units and taking participation in various learning activities through which skills can be learned. Also, Lussier and Hendon (2017) explained job simplification as a process of eliminating or combining task or changing the work sequence to improve performance, making work more simple. Moreover, Joy,(2015), asserts that Job simplification is a strategic way of dividing employment into smaller parts and then assigning them to the workforce as a whole and also requiring the division of employment into their smallest units and sub-units. Workers are allocated in subunits to their work.

Organization commitment has been defined in many ways in previous research(Yahaya &Ebrahim 2016). The human capital becomes more efficient and productive when the organizations' commitment to their development and welfare are well managed and catered for. There is a need for any facility to commit itself to the development and welfare of its human capital. According to Hidayah, Sulianti, and

Tobing, (2018) Organizational commitment is an attitude or a behavior of an individual that shape the form of loyalty to the firm, and also the achievement of mission, vision, values, and goals, of the organization. What identifies an individual with a high sense of commitment to any organization is a characteristic that is envisioned in the strong reception and trust of values and goals of the facility and a determined will to deliver. Organizational commitment has returned to being a bunk in both leadership and organizational studies over the previous four decades. (Mousa, 2017).

The identifiable characteristics of an individual with a higher commitment to an organization can be envisioned in the trust and the strong reception of the goals and values of the organization as a strong willingness to work. Gul (2015) foretells that recently business environment is changing leading to tough global competition, whereby healthcare organizations are finding it uneasy to function at its utmost best, and the commitment levels of employees are now measured in a way for effective performance as well as striving rigidly to enhance commitments in their employees.

Several methods and instruments are being employed to enhance the commitment levels of organizations. It is not surprising that organizational commitment has become a fundamental activity upon which its success dwells. Hafiz (2017) describes the commitment of an organization as a huge motivation for workers because in this situation they will work together for the organization to attain its goals and also achieve their mark. Nevertheless Moldogaziev and Silvia (2015) asserts that managing employees' work organizational commitment as an employee work morale is crucial concern for managers publicly organization, since higher levels of involvement in this organization activities (i.e. high level of worker structure commitment) are expected to lead to positive work outcomes like work effort, productivity, and performance.

According to Asli and Metin(2018), affective commitment implies the happiness of people with the organization and the satisfaction of being an organization member. Another view from Oyinlade (2018) states that it is personal characteristics or several job-related characteristics that have consistently been found as significant antecedents of affective organizational commitment in a range of studies.

Normative commitment relates to the organization's significance to staff. Employees with a high standard of normative engagement feel they should stay in the organization (Asli & Metin 2018). According to the perspective of Mindtools (2018), This type of commitment occurs when you feel a sense of obligation to your organization, even if in your position you are ill-fated, or even if you want to seek better possibilities. You feel you should remain with your organization as this is the correct thing to do. Normative commitment is a person's need to stay in the organization due to the feeling of obligation (Farrukh et al., 2017).

Asli and Metin (2018) Continuance commitment indicates the need to remain in the organization as staff may face organizational-related expenses if they leave the organization. This sort of commitment happens when the pros and cons of leaving your organization are weighed. You may feel you need to remain at your business because the loss you would experience when you leave is higher than the

advantage you believe you could achieve in a fresh position. (Mindtools, 2018). If you're in an established, effective position, or if you've had several promotions within one organization, anyone is more likely to experience continuing dedication. Continuance commitment is usually defined as a person's readiness to stay within the organization due to the person's nontransferable investments such as relationships with colleagues and accrued benefits that make it difficult to quit the job and look for research elsewhere (Umoh et al., 2014).

One of the important goals of any organization is to encourage and motivate desired results without paying too much, and according to MaRS, (2019). People in an organization have their perception on internally generated funds and when they believe that they are not paid well, they typically react in their efforts to enhance performance, whereby sick leave, tardiness, unmet deadlines, increase in absenteeism, excessive work breaks, lack of focus and sometimes leading to resignation.

However, Lussier and Hendon (2017) define compensation as an employee's pay and benefits in total or an organization's commitment of anything that employee desire, value, willing and able to offer in exchange. Similarly, the mixture and weighting of benefits, incentives, salary, and other related non-cash compensation can affect the company directly its ability to attract, retain and motivate top employees. (MaRS, 2015). Observations of motivation and trust emphasize working circumstances that in turn lead to job measurements that result in the people working for the organization being rewarded and compensated (ZeePedia, 2014). Tsounis, Sarafis, and, Bamidis (2014) Proper diagnosis of hospital doctors' requirements and choice of suitable methods, as they emerge through multiple motivation theories, can assist in the effectiveness and effectiveness of health care facilities. Kappel, (2018) Compensation is the total money and non-cash payments that you provide to an employee in exchange for the work they are doing for your business.

MaRS(2015). Explains that, because of its stable nature, the wage is the most common technique of employee compensation.

In another instance, Lussier and Hendon(2017) salary is a flat or basic rate, either as an hourly or a given working time or period. worker features a mounted pay in a very amount of your time and provides an incentive for his or her good performance give the get shorter term incentive to give the facility job shorter bound. (Hameed, Ramzan, Zubair, Ali, & Arslan, 2014).

According to Lussier and Hendon (2017) incentives or variable pay is compensation that depends on some measure that is given to a group or an individual due to performance or results in order to be awarded. They further elaborated on two kinds of incentives which are Short-term incentives, and these may include an annual performance bonus, profit-sharing, and commission plans, whereas Long-term incentives these may include stock and stock options. On the contrary Tsounis, Sarafis, and, Bamidis (2014) stated that Physicians can not be motivated by economic rewards on their own. On the contrary, it appears more efficient to develop and use incentives connected with achieving objectives, the possibility of professional growth and appreciation in the workplace. Benefits are often the key

differentiator between employment offers (MaRS, 2015). Notwithstanding Lussier and Hendon (2017) also explain Benefits focus on stability, health and wellness, and lifestyle. Benefits are supplementary compensation that gives worker value or may include health insurance, payments to staff if they are unable to work due to illness or accident, retirement pay contributions, and the provision of a broad range of required goods services.

According to Hameed, Ramzan, Zubair, Ali, and Arslan, (2014). Pay is a key determination but experiences show that rewards or allowances sometimes eliminates more complex and difficult stresses employees go through. Whereas Lussier and Hendon (2017) see allowances as including the overtime, premium, shift differential pays for working weekends and holidays and other add-ons employees go through.

Riscall, Suparman, and Nurmayanti, (2018) studied the effect of job design and compensation negotiation on the influence of leadership on employee performance. This study intention was to analyze and know the role of job design and compensation negotiation on the influence of leadership workers performance. This type of research is a causal associative using the census method in the determination of the sample. The number of respondents is 75 people. The research was conducted on SKPD planning staff/program of Mataram City. The findings showed a satisfactory and significant effect of management on job design. Leadership affects compensation positively and significantly.

Job design has a positive and significant effect on the performance of employees. Compensation has a positive and significant effect on workers performance.

The job design of full mediation work on the influence of leadership on employees performance, and full mediate compensation on the influence of leadership on the performance of workers.

DeVaro, (2010). deduced a theoretical analysis of relational job design and compensation. The results revealed that leadership has a positive and significant effect on job design. He reflects on the study that combines concepts from organizational behavior and economics and proposes a fresh theoretical model that integrates the design and compensation of relational jobs. In the model, employers choose both a level of compensation and related work architecture levels with an eye to maximizing profit. Higher compensation rates boost the average productivity of fresh staff, while greater concentrations of relational work architecture encourage current staff to work harder. Several main projections arise from the theory: rises in the price of the company's service or product output increases in compensation, as well as shifts in the provision of relational architecture depending on how both parts of relational architecture impact the cost of labor. The worker's reaction to a rise in the worker's degree of exerting force. The worker's reaction to a rise in the degree to which the worker's financial compensation values have an inverted-U shape, higher levels of relational architecture, and sometimes higher levels of compensation, results in greater worker effort. Themes highlighted throughout are the advantages of embedding concepts from organizational behavior in optimizing economic-fundamental frameworks, as well as the advantages of combining job design theories with compensation theories.

According to Khan (2014), He indicated that the effect of the Organizational commitment to turnover, where low Organizational commitment is the most significant factor in turnover intention. Employees are compensated for economic or non-financial weathers as a reward for the staff contribution to the organization. Proper compensation will encourage the worker to remain in the organization and will subconsciously increase the feeling of belonging to the organization where they are working. Nawab and Bhatti (2011) researched the impact on organizational commitment of compensation and job satisfaction. The outcome showed that compensation and job satisfaction affect organizational commitment positively. We can deduce from the above explanations that adequate compensation will improve employees ' feeling of belonging to their organization. Proper compensation will encourage staff to work better and more comfortable to attain the objective of the organization.

Notwithstanding, Silaban, Yanuar, and Syah. (2018). They conducted a survey on the impact of compensation and organizational commitment on the intention of employee turnover. This research was carried out on staff at Ciputra Citra Garden City West Jakarta Hospital. The aspects studied are the intention of compensation, organizational engagement and the turnover of staff. The research was carried out using a technique of survey. This research is descriptive analysis with a model of causality or relationship of impact. A questionnaire was distributed to Ciputra Hospital Citra Garden City West Jakarta staff to collect data. In this research, the data analysis technique used the Structural Equation Model. (SEM. There are 21 questions in this research, so the minimum amount of participants is 105. 120 questionnaires have been distributed in this research, 15 have not been transferred. In most past research, the impact of organizational commitment on turnover intention has been made in the banking and education sector, so the investigator will do it in the hospital industry in this research. The aim of this research is to evaluate the impact of compensation and organizational commitment on the intention of staff to make a turnover. Studies have shown that the satisfaction of employees depends on the compensation received; Consequently, unsatisfactory compensation induced low organizational commitment and increased the intention of turnover. High turnover intention leads the organization to have a poor effect.

Moreover, Moriarty, (2014) studied Compensation Ethics and Organizational Commitment. This article asks: Is it incorrect for companies to do that? If we only know fair or fair pay in terms of voluntary contracts between employers and staff, it seems that the response is no. Against that, I claim, it's yes in some instances. In specific, it is incorrect for companies to attempt to get discounts on the labor of their engaged staff when their staff reasonably expect not to attempt to get them. In the process, he sampled the exploitation boundaries and questioned the significance of the compensation contribution to fairness. If an employee is committed to his company if he is connected to it or linked to it, his company may be able to get a discount on his work.

Another study was done in Bangladesh by Rahaman, Abdul, and Rahman, (2016) on Organizational commitment: do the compensation and benefits of staff matter? The primary goal of this study is to define the dedication of the employee of Bangladesh Railway based on compensation and benefits. A structured study of the views of 40 staff from Bangladesh Railway, Rajshahi City, was used. To analyze the study answers and identify a number of main results, the scientists performed various statistical tools such as descriptive statistics, correlation, and multiple regression analysis. The research shows that different prevalent variables linked to compensation and benefits influence the dedication of the employee. In terms of demographics, Ezeuduji, and Mbane (2017) Length of Service versus Employee Retention Factors: Hotels in Cape Town, South Africa. This research explores interactions between the duration of service for hotel staff and reactions to individual variables that explain retention factors for staff. Key findings demonstrate that staff who have worked in the hotel for longer periods of time have specific features: they perceive that working hours in the hotel do not infringe their private quality time with colleagues and on their compensations; they perceive that leaving the hotel will be hard for them ; they want to stay in the hotel for a long time ; and quite interestingly, they perceive that they do not receive a constant training.

Conceptual framework: Job Design, Hackman and Oldham's Job Characteristics Model (Hackman and Oldham 1976) have long been used as an overview for understanding five main features to support workplace satisfaction and motivation. These five variables are "skill range, task identification, task meaning independence and job feedback" these traits, in turn, encourage the experience of meaningfulness in psychological states, the experience of accountability for the outcome, and understanding of work outcomes "(Hackman and Oldham 1976). Organizational Commitment: Behavioral Theories for Walter Johnson 2017. Much of the cognitive literature in this sector. This implies that it attempts to discover the particular components that create someone engaged in a group. Organizational commitment: is when a group member identifies with the group and is prepared to work intensively on their behalf. The behavioral literature in this area. This implies that it attempts to discover the particular components that make someone committed to a group instead of just being a member or supporter. Social Identity Theory: Social identity is an easy strategy in which all people want to raise their self-esteem by being linked to a particular organization or group. Theory of self-categorization: approaches to self-categorization hold that the self is built through these institutional links and that individuals can see themselves on several distinct levels.

Compensation: this theory was founded by Adams, in 1963 and the theory was named Equity Theory. People develop beliefs about what is a fair reward for one's job contribution to an exchange. People compare their exchanges with their employer to exchanges with others-insiders and outsiders called referents. This study saw the light in this theory and therefore as part of the study adopted this theory.

Compensation: giving out something, typically money, or reward as recognition to someone as a recompense for a work done.

Job design: Job Design means outlining the task, duties, responsibilities, qualifications, methods, and relationships required to perform the given set of a job.

## METHODS

This chapter shows the methodology and procedures that are necessary to answer research problems. The methods contain the research design, sample population, the instruments, data collection, data analysis, and the respondent demographics. This research is quantitative survey research. The research design is Descriptive-correlational. The data was collected from a private hospital, Manila, Philippines. The research respondents were made of 60 physician workers in these institutions.

The survey questionnaires were grouped into three categories; the first one is compensation questionnaires and which have four questions. The second part of the questionnaire also had 10 questions based on the commitment of the organization and the last part also had ten questions on job design.

The internal consistency test for compensation had four items with a Cronbach's alpha of 0.724; organizational commitment had 10 items with 0.834 Cronbach alpha. Finally, job design had .837 Cronbach alpha for ten items. The Likert scale was used for the questionnaires and on the variables the respondents rated it from one to four whereas one meant strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree.

**Table 1. Scoring Systems for Job Design, Organizational Commitment, and Compensation**

Numeric Scale	Scale		
	Average Weight	Scaled Responses	Verbal Interpretations
4	3.2-4.0	Strongly Agree	Very High
3	2.4-3.2	Agree	High
2	1.6-2.4	Disagree	Low
1	1.0-1.6	Strongly Disagree	Very Low

The research questionnaires were conveniently distributed to the respondents of the hospitals. The questionnaire had three sections, and they were all tested for their internal consistency. The research is Question one, and two is answered by using descriptive statistics of correlation on SPSS 22 to determine the relationship. Question three is answered by using the t-test. The fourth question, ANOVA was used to find out the difference in terms of years of service. The fifth question, in terms of predicting the dependent variable, linear regression was used.

## RESULTS

Question one, Is there a significant relationship between job design and compensation. There is a significant relationship between job design and compensation, ( $F=.969$ ,  $p=.000$ ,  $p<.05$ ). this indicates that we reject the null hypothesis that states that there is no significant relationship between job design and compensation. This is supported by Riscall, Suparman, and Nurmayanti, (2018) studied the effect of job design and compensation negotiation on Leadership's impact on employee performance. The purpose of this research was to evaluate and understand the role of job design and compensation negotiation on leadership's impact on employee performance. The findings showed a favorable and substantial effect of management on job design. Leadership affects compensation positively and significantly.

Table. 2.

		Correlations	
		JOB DESIGN	compensation
JOB DESIGN	Pearson Correlation	1	.969**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	6.447	6.933
	Covariance	.132	.141
	N	50	50
compensation	Pearson Correlation	.969**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	6.933	7.944
	Covariance	.141	.162
	N	50	50

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Question two, Is there a significant relationship between organizational commitment and compensation. There is a significant relationship between organizational commitment and compensation, ( $F=.988$ ,  $p=.000$ ,  $p<.01$ ). the study revealed that we reject the null hypothesis that states that there is no relationship significant to organizational commitment and compensation. This study is supported by DeVaro, (2010). He deduced a theoretical analysis of relational job design and compensation. He reflects on the analysis that blends ideas from organizational behavior and economics and proposed a new theoretical model that integrates relational job design and compensation.

Table. 3.

		<b>Correlations</b>	
		ORGANIZATIONAL COMMITMENT	compensation
ORGANIZATIONAL COMMITMENT	Pearson Correlation	1	.988**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	6.805	7.265
	Covariance	.139	.148
	N	50	50
Compensation	Pearson Correlation	.988**	1
	Sig. (2-tailed)	.000	
N		50	50

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The table below shows the results of the third question that states that is there a difference on sex and compensation that is significant, the study shows that in terms of sex to compensation, there is no significant difference when the sex of the respondents is considered. ( $F=.002$ ,  $p=.968$ ) when  $p<.05$ . the study fails to reject the null hypothesis that no major distinction exists in terms of sex when considering compensation.

Table. 4.

Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means			95% Confidence Interval of the Difference			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
compensation	Equal variances assumed	.002	.968	2.156	48	.036	.2440	.1132	.0164	.4715
	Equal variances not assumed			2.138	37.224	.039	.2440	.1141	.0128	.4751

The fourth question states that, Is there a significant difference to compensation when years of service of the respondents are considered. ( $F=.808, p=.572$ ). According to the results of the study, there is no significant difference to compensation when years of service of the respondents are considered, therefore we fail to reject the null hypothesis. The study by, Ezeuduji, and Mbane (2017) confirms that, Length of Service versus Employee Retention Factors: This research explores interactions between the duration of service for hotel staff their reactions to the individual variables that explain retention factors for staff. Key findings demonstrate that staff who have worked in the hotel for longer periods of time have specific features: they perceive that working hours in the hotel do not infringe their private quality time with colleagues and on their compensations.

Table. 5.

ANOVA					
compensation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.532	4	.133	.808	.527
Within Groups	7.412	45	.165		
Total	7.944	49			

The fifth question states that, do the job design and organizational commitment predict compensation. According to the results, organizational commitment predicted compensation at  $p=.000$  while job design was excluded with a  $p$ -value of  $.331$ . it means job design could not predict compensation reflecting from the study that though job design was significant and has a relationship with compensation, in terms of prediction, it was excluded.

Table. 6.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	-.186	.080		-2.338	.024
	JOB DESIGN	-.137	.140	-.124	-.983	.331
	ORGANIZATIONAL COMMITMENT	1.199	.136	1.110	8.805	.000

a. Dependent Variable: compensation

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.760	2	3.880	989.354	.000b
	Residual	.184	47	.004		
	Total	7.944	49			

a. Dependent Variable: compensation

b. Predictors: (Constant), ORGANIZATIONAL COMMITMENT, JOB DESIGN

## DISCUSSION

The present study was an attempt to determine organizational commitment and job design on the compensation of physicians in a private medical center. The results indicated that there is a significant impact on the relationship between organizational commitment and compensation. The success or failure of any organization depends on how workers are managed, and their good interpersonal relationships. In addition, the research also demonstrates that there is a significant positive association between job design and compensation and the rejection of the null hypothesis.

in addition, the study also sorts to see whether there is a significant difference between sex and compensation and the study shows that in terms sex to compensation, there is no difference

significantly, therefore the study fails to reject the null hypothesis that states there is no difference in terms of sex to compensation significantly.

Furthermore, in terms of years of service of the respondents, is there is a significant difference between years of service and compensation, and according to the study in terms of years of service of the respondents to compensation, there is no significant difference. these results fail to reject the null hypothesis.

In terms of prediction, the study looked into both job design and organizational commitment, which among them predicted the dependent variable, compensation, and organizational commitment predicted compensation at 58.2% revealing that other unknown variables or factors can help explain compensation more which this study could not consider.

The results also showed a significant relationship or positive impact on compensation when job design and organizational commitment were used as independent variables. The physicians admit that job design and the organizational commitment of the hospital actually enables them to perform, thereby reflecting on their compensations. When it comes to considering the demographics of the physicians to compensation, both sex and years of service did not give any difference in its relationship to compensation. Therefore compensation is essential to the attainment of the satisfaction of the physicians when the hospital remain committed.

The first recommendation according to this study is that compensation is an important asset that has helped the hospital improved its physician's performance and commitment. therefore any organization that is aspiring to excel should make use of it to embrace effective productivity. The study also reveals that much attention should be given to organizational commitment. Organizational commitment predicted a positive relationship to compensation, but job design could not fully explain compensation though it had a positive relationship, which requires further investigation in future research using other variables back to previous research. Make sure that the conclusions you reach follow logically from and are substantiated by the evidence presented in your study (Varadarajan 1996: 5).

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