**1. Introduction.**

For an organization to be more effective it should have skillful and innovative employees to work and should also try to retain them. High satisfaction with the jobs, high commitment towards the organization, greater motivation and strong intentions to work for the organization are characteristics of skillful and talented employees in an organization.

To employing competent human resource, organizations have to offer better market based salaries, working environment, job security, supervisory support and empowerment. Speciatialy, financial aspects salary is the most important among above variables, because any employee needs to fulfill his/her basic needs (Ali & Akram 2012). Concept of organizational commitment has always been a hot topic in organizational study. If an employees who have high organizational commitment are less likely to leave the organization and they will build a better relationship with other employees and customers, learn more effectively, are more adaptable to change, and work more efficiently (Tarigan & Ariani 2015). For the achieve better outcome through organizational commitment it should be determined by a number of individual and organizational variables including age and character such as positive and negative, affectivity or internal and external control acknowledgment, job design, values and the leadership style of one‟s supervisor. Enhancing commitment among the employees is a crucial thing because that will result in enhancing retention, increases their job motivation, improve their performance and build up organization citizenship. According to Mathiew and Zajac (1990) there is a positive relationship between organizational commitment and desirable outcomes of high performance, low turnover and low absenteeism. Some organizations tried to improve their customer satisfaction by concerned about internal issues related to employee‟s satisfaction and view their employees as customer too (Rast & Tourani 2012). Most of time, positive attitude of employee which may arise from job satisfaction is lead to serve better customer service and help an employee to earn more money. Therefore, attractive pay and packages add to the attraction of such jobs. When companies help people to achieve and obtain their basic needs, pay also work to satisfy the higher level needs of people. Akansel et al. 2 (2011) stated today, most of best employees intend to leave from the organization and reason for growing less commited employees within the organization is bad impact of less pay satisfaction. This employee dissatisfaction is generated several negative attitudinal and behavioural outcomes of feelings of less affiliation, less belongings, lower identification to company. To influence on the behavior of employees with the feeling of satisfaction, it is required to maintain better interpersonal relationship. Respecting the employee‟s ideas, giving suggestion about work, encouraging through feedback to employees on their performance and coordination of work activities are directly impact to worker satisfaction. The level of support which is received from supervisor affects the satisfaction of employees and it is also leads to the emotional attachment and organizational identification and therefore supervisor‟s contribution towards the advancement of organizational commitment among employees is vital (Rhoades & Eisenberger 2002). On other way, a supervisor who considers his/her subordinates‟ wellbeing, feelings and contributions is playing an important role in developing Job Satisfaction job satisfaction among employees. From an organizational viewpoint, supervision is a key factor in all performance including employee and organization. However, employees who have supportive supervisors experience higher level of job dissatisfaction than employees without supportive supervisor‟s satisfaction because of employee job satisfaction highly related with supervisor‟s personality (Azeem & Akhtar 2014). The purpose of this study is to find out the mediation impact of job satisfaction on supervision, pay and organizational commitment of non-managerial employees in selected private hospital organizations in Colombo district, Sri Lanka.

**2. Statement of problem**

We know that hospital industry is more labour intensive, then management faces a high turnover rate due to, work shifts, long working hours, heavy workloads and irregular leave days. In the 1980s, when government educated and employed doctors were able to consult the patients privately, private sector involvement in the country's healthcare sector gradually in increased. Based on research view point, committed and satisfied, labor force is contributed and performed toward enhancing organizational productivity. Rhoades & Eisenberger (2002) emphasized that supervisor‟s contribution directly impact the commitment of employees. Wayne Shore & Liden 1997; Griffin, Patterson and West 2001; Nelson & Quick (1991) found that organization and supervisor support positively impact to loyalty of the employee while, other researchers introduced the relationship among pay, job satisfaction and organizational commitment (Allen and Meyer 1990; Nawab & Bhatti 2011; Omotayo, Pavithra & Adenike 2014). Allen and Meyer (1990) identified that there is a link among organizational commitment, employee pay levels, benefit package and turnover intension and they concluded that if an organizations have better pay systems, positive impact on their employees and employees committed to the organization and were retain longer period with the oraganization. Lee, Huang and Zhao (2013) study results show that pay level has a positive impact on organizational commitment and it directs that the pay level significantly effect to the employee loyalty. On the other way, pay structures have their own implications on commitment. In developed countries, money is regarded as a motivation factor and a medium to building loyal, dedicated and committed workforce (Omotayo, Pavithra & Adenike 2014). However, employee feels unfairness when their salary compared with others and this condition generate high accident rate, frequent absenteeism, low productivity, job dissatisfaction, lack of commitment to organisation (Omotayo, Pavithra & Adenike 2014). According to Nawab & Bhatti (2011) literature argued that employee pay has some positive impacts on the organizational commitment and job satisfaction. It means that organizations that have good pay system put a very positive impact on their employees and also employees satisfied with their job and committed with the organization. However, when employees are dissatisfied with their salary, supervision received from supervisors, they are more likely to quit the organization, become less commitment, and tend to reduce their productivity (Ahmad, Ing & Bujang 2014).

If an employee feels that their efforts are appreciated and the organization offers a better compensation in association with job evaluation, their level of job satisfaction and enthusiasm will improve (Saani 2012). Lum et al. (1998) have found direct and indirect effect of pay satisfaction on turnover. According to that job satisfaction and organizational commitment act as mediator between pay satisfaction and turnover. La Lopa and Bai (2001) stated that when employees receive low salary they will choose to leave decision. Further, Folger and Konovsky (1989) argued that the level of pay affects the organizational commitment and it significantly affect to turnover. Tarigan and Ariani (2015) suggested that organizational commitment is a mediator in the relationship between job satisfaction and turnover intention. Porter, Steers and Mowday (1974) pointed out that job satisfaction is more danger to the effects of personal or specific factors than organizational commitment. So, job satisfaction has a significant effect on organizational commitment (Tett and Meyer 1993). Because of organizational commitment is related with the attitudes of an employees and therefore job satisfaction and organizational commitment would have positive outcomes in individual, organizational and social levels. The consideration and support of supervisor is a strongly affect to job satisfaction in a wide variety of work setting. Because of employees feel satisfaction through good supervision, they are likely to develop a sense of commitment (Woo & Chelladurai 2012). Nelson and Quick (1991) explained that supervisor support had a positive impact on organizational commitment among newly recruited employees to the organization while it had a negative impact on tend to leave from organization. Further, employees were more affectively committed to the organization when they received supervisor support (Bartlett 2001). According to research conducted by Ko et al. (1997) perceived supervisor support and coworker support are elements of affective commitment while supervisory support is significantly related with continuance commitment. Based on research results of Madriaga (2014) explained that instructional supervision significantly affect organizational commitment of school teachers, administrators and supervision can improve teacher‟s performance which leads to the satisfaction of the teachers. According to the Mohammed and Eleswed (2013) stated when employee gets a higher position in the organization he/she tend to have more organizational commitment. Further employee‟s involvement in decision-making and the amount of feedback received from supervisor regarding job performance and job role affects the employee‟s organizational commitment. Further, supervisory support is significant to determine the satisfaction and performance among employees. Although, employee pay and supervision are not the only factors affecting organizational commitment, it is acknowledged that pay and supervision are major factors affecting improved employee commitment.

Furthermore, there were many studies conducted in the western countries regarding the relationship among research variables, however, there is limited research in non-western countries including Sri Lanka. Thus, the purpose of this study is to study and explore the relationship between selected variables of pay, supervision, job satisfaction and organizational commitment. Therefore, these previous studies showed that the relationship among pay, supervision, job satisfaction and organizational commitment are still open for discussion and need to further study the relationship among above variables.

**3. Objectives of the Study**

**1.3.1 Main Objective**

The main objective of this study is to identify the mediation impact of job satisfaction on supervision, pay and organizational commitment of non-managerial employees in private hospital organizations in Colombo district, Sri Lanka.

**1.3.2 Specific Objectives**

1. To study the direct impact of supervision on organization commitment of non-managerial employees in private hospital organizations in Colombo district, Sri Lanka

2. To evaluate the direct impact of pay on determining organization commitment of non-managerial employees in private hospital organizations in Colombo district, Sri Lanka.

3. To explore the impact of supervision on job satisfaction of non-managerial employees private hospital organizations Colombo district, Sri Lanka.

4. To examine the impact of pay on job satisfaction of non-managerial employees in private hospital organizations in Colombo district, Sri Lanka.

5. To evaluate the impact of job satisfaction on organization commitment of non-managerial employees in private hospital organizations in Colombo district, Sri Lanka.

6. To find out the mediation impact of job satisfaction on supervision and organizational commitment of non-managerial employees in private hospital organizations in Colombo district, Sri Lanka.

7. To find out the mediation impact of job satisfaction on pay and organizational commitment of non-managerial employees in private hospital organizations in Colombo district, Sri Lanka.

**4. Significance of Study**

According to the Organizational Behavior (OB), satisfaction and commitment are treated as different attitudes. In the emerging business environment that includes downsizing telecommunity, merger and acquisition, globalizations and diversity, organizational commitment has become as a very important topic of the study and concern. The concept organizational commitment has grown in industrial and organisational psychology. This study was significant for the top management to identify the importance of pay, supervision in enhancing organizational commitment through job satisfaction. Besides that, this study can be used to increase the awareness among managers about the importance of employee‟s commitment towards organization. This is because managers may obtain new insight about the importance of the organizational commitment and apply it to employees in order to improve organizational overall performance. A lot of researchable attention has been paid to work-related commitment because of the potential benefits of the organization and employees. Committed organizational employees contribute positively to the organisation while compared with less commited employees. Further, commitment helps to employees to release their creativity and to contribute towards organisational development initiatives. Most of time, committed employees are normally achievement and innovative orientated with the ultimate aim of engaging in and improving performance. Other positive effects of organizational commitment include feelings of affiliation, citizenship behavior, attachment which are lead to improve organisational efficiency and effectiveness. When we conceder the three dimensions of commitment, affectively and normatively committed employees are more likely to keep organisational membership and contribute to the success of the organisation than continuance-committed members.

Also a study found that commitment to supervisors was more strongly related to performance than was commitment to organizations (Becker & Gerhart 1996). Individual employee commitment and commitment to work groups improves team performance, group cohesion enhancing individual job performance and satisfaction (Bishop and Scott 1997). In other words, this is an attitude reflecting employee‟s

loyalty to their organization and is a continuing process through which organizational participants express their concern for the organization and its continued success and well-being. Mathiew and Zajac (1990) showed that there is a positive relationship between organizational commitment and desirable outcomes such as high performance, low turnover and low absenteeism. Organizational commitment has a strong relation with the employee behaviour. If an employee is committed to an organization, it would reduce the absenteeism and turnover (Abdullah & Ramay 2011). Organizational commitment can have either a negative or a positive effect on the organisation. It is begin from individual level and employees with a low level of organizational commiment tend to be unproductive and some become loafers at work. Lowman (1993) stated that organizational commitment can be regarded as a work dysfunction when it is characterised by under-commitment and over-commitment. According to Lowman (1993), there are some characteristics of under commitment as below,

 Fear of success

 Chronic and persistent

 Fear of failure

 Chronic and persistent under-achievement.

However employees who having over commitment, organization conceder to minimize that condition because of over commitment is not a positive one for company. Such kind of over commitment characteristics are overly loyal employees, job and occupational burnout, obsessive-compulsive patterns at work and extreme high level of energy.

All of these benefits of organizational commitment are received only achievement of these requirement. First one is positive relationships between peers and management affect an employee‟s commitment to the organization. An employee‟s commitment in the direction of the organization is affected by the nature of relations between colleagues (Abdullah & Ramay 2011). Organizations need to promote social activities, so that friendly relations can improve among the employees and convert their commitment towards the organization. A secure job is a basic need of any employee and job insecurity affects an employee‟s commitment to the organization. So management must aware to secure the employee survival of job within the organization. The degree of an employee‟s commitment towards an organization also depends on the extent of financial reward which employee received from the organization. There is a positive impact on the employee‟s commitment through participation of employees in the decision-making process and involving them in organizational plans and goals setting. Employee pay is an important area of HRM, not only because of it huge cost implications, but also its perceived ability to influence individual and group behavior in organizations such as organizational commitment. Employee job satisfaction with their pay is a function of the difference between employees‟ perception of how much pay they should receive and how much pay they actually receive. If these perceptions are equal, then an employee is said pay satisfaction (Saleem & Gul 2013). In today, turnover is a huge challenge any organization faced and turnover intention may be directly or indirectly influenced by pay satisfaction job satisfaction and organizational commitment. In this complex and dynamic business environment, organizations pay more attention on to develop job satisfaction and organizational commitment among their employees in order to retain them and at the same time to be more productive. Issues such as high turnover rate, absenteeism, role conflict, job stress, burnout are posing challenges for the organizations which are due to lack of job satisfaction and commitment among employees (Azeem & Akhtar 2014). According to that, job satisfaction serves as an intervening variable to the relationship between pay, supervision relationship and organizational commitment. In terms of significance of job satisfaction on organizations and employees, more satisfied employees will add more value to the organization (Mohammed & Eleswed 2013). Some time management might be able to increase the level of commitment in the organization by increasing satisfaction with pay, supervision techniques, policies, and work conditions. One way of addressing this could be by increasing the interactions with employees in staff meetings and increasing guided discussions of topics related to these issues. So these emphasized the importance of relationship between job satisfaction and organizational commitment.

At times, employees may not leave an organization even when they are dissatisfied or do not feel committed to the organization. When workers are dissatisfied, this may create grievances, which can lead to a lower level of organizational commitment (Akanbi & Itiola 2013). Another reason as to why satisfaction will lead to commitment is that a higher level of job satisfaction may lead to a better family life and a reduction in stress. The reason is because an employee‟s feelings of job satisfaction may affect his or her emotions. This feeling will affect the worker‟s behaviors inside and outside the organization.

Managers would be most interested in knowing about the relationship among pay, supervision, job satisfaction and organizational commitment, because it would become clear as to how important and worthy it would be to retain their most satisfied employees. In turn, having this knowledge would motivate managers to satisfy their employees (Akanbi & Itiola 2013). This would ultimately benefit the organization, as it is expected that these same employees will be highly committed. When employees are committed, their personal goals may go in line with those of the organization that they work for. Because of organizations concerned about the importance of commitment concept towards organization as well as employee, this study is influenced organizations to set up the new policy to attract and retain the talented employees for the long time period. Through the findings of this study, organization can identify the ways to enhance the employee‟s commitment. Hence, organizations can set up new compensation system including financial and non-financial compensation based on the elements of job satisfaction and better interpersonal relationship between supervisor and employee. The research findings may help to provide the important information for HR practitioners to manage their employees and develop effective human resource management theories by understanding the concept of organizational commitment.

**5. Review of present literature**

In this globalization era, every organization in the world improving its business processes by adopting advance technologies and innovations. Day to day Human Resource Management (HRM) is very imperative for the organization to get more powerful and develop its self to be the standard. It plays an important role in assuring employee satisfaction, productivity and improving performance. This can further an organization's competitive advantage, and directly contribute to the organization's success. All aspects of HRM including how organization manages the human resource environment, acquiring and preparing, assessment and development, compensating human resources, new role of HRM and its competencies can help organization meeting their competitive challenges and create value. Meeting organization challenges is necessary to create value and to gain a competitive advantage. Changing internal and external environmental conditions and new problems emerging and complex understanding of management-organization is the most important source of competitive advantage must not forget to give strategic importance to human resource (Burma 2014). Every organization is comprised of people, developing their skills acquiring their services, motivating them to high levels of performance. And ensuring to maintain their commitment to the organization is essential to achieve organizational objectives. Employing competent human resource, organizations have to offer better working environment, market based salaries, job security, empowerment. Enhancing commitment among the employees is an essential element because that will result in enhancing retention, increases their job motivation and improves their performances.

In general, HRM aims to increase contributions of employees in organizations. Those contributions are new ideas, productively working and success. Organizational commitment has become an important topic because of its association with the behavior outside of its role in the organization. When workforce is satisfied with their job as well as the organizational environment including its peers, compensation, and leadership 13

they will be more committed with their organization as compared to when they are not satisfied. Organizational commitment is also interlinked with pay satisfaction, which is one of the main factors that affect organizational commitment. Pay is fundamental to the functioning of any employee-employer relationship and it is a matter that is closest to the heart of both the employee and the employer. Other factor that helps promote organizational commitment is employee‟s perception of support available at work. When employees feel they are received support from supervisors, organization, they are likely to develop a sense of commitment. If employees feel their supervisor is providing support for them, they would work for the supervisor‟s assistance and this way, the supervisor would provide more support to the employees. Similarly, employees form their perceptions on how much the organization values their contributions and care about their well-being and respond to it with job attitudes and/or organizational behaviors that facilitate organizational success.

**6. Methodology**

a. Defining concepts

Conceptual Framework

Independent Variable Dependent Variable

Pay

Organization Commitment

Job Satisfaction

Supervision

By analyzing above diagram we can identify the relationship between dependent variable, independent variables and mediating variable. Here dependent variable is the main variable which should be highly considered. This is the foundation of this research. The factors, findings and all our information are highly connect with this variable. After analyzing all research findings we are going to measure and examine the movements of this variable. Dependent variable always based on independent, moderating and mediating variables. According to above discussions we have identified pay and supervision as the independent variables and organization commitment as dependent variable and job satisfaction as mediating variable.

b. Hypothesis Testing

c. Population and the delimitation of the study

The target population of the research study was all the non managerial employees of three selected private hospitals in Colombo district, Sri Lanka. The target population of this study limited to the non managerial staff capacity of selected three companies of Hemas Capital hospital (Pvt) Ltd, Asiri hospital (Pvt) Ltd, Nawaloka hospital (Pvt) Ltd which located in Colombo district.

d. Sampling and sampling techniques

e. Sources and the methods of data collection

Data can be obtained from primary or secondary sources. As a primary data collection method a questionnaire was used for collect the data and hand delivery method was used to distribute the questionnaire. Due to the several reasons, researcher decided to use questionnaire method for data collection. Non managerial employees are always busy with their work and it is not possible to meet and interview them individually. Also, questionnaire method keeps the anonymity of the respondents and provides more reliable data. Therefore, questionnaire method is more suitable way to collect the data from those selected sample. Then, questionnaire was designed to measure the four variables which are Pay, Supervision, Job Satisfaction and Organizational Commitment.

Secondary data collection methods in the current study included previous research articles, text books, e-books and web sites.