

Factors Affecting Nurses' Organizational Commitment at Work

Thesis

*Submitted for Partial Fulfillment of the Requirements
of the Master Degree in Nursing Sciences
(Nursing Administration)*

By

Amal Salah El Dean Mohamadean

B.Sc. Nursing

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Faculty of Nursing

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Supervisors

Dr. Mona Mostafa Shazly

*Professor of Nursing Administration
Faculty of Nursing-Ain Shams University*

Dr. Hemat Abdel-Azeem Mostafa

*Assistant Professor of Nursing Administration
Faculty of Nursing- Ain Shams University*

Ain Shams University

Faculty of Nursing

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قالوا

سبحانك لا علم لنا
إلا ما علمتنا إنك أنت
العليم العليم

صدق الله العظيم

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*First and foremost, I feel always indebted to **ALLAH**, the most merciful.*

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Amal Salah El Dean Mohamadean





This work dedicated to

~~To~~

My mother,

~~To~~

My husband

&

My children

For their perpetual love

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Abstract

Background: Organizational commitment directly affects employees' performance and retention. **The aim** of this study was to identify the factors affecting nurses' organizational commitment. **Setting** the study was carried out at Ain-Shams University Medical Hospital. **Design** a descriptive cross-sectional design. **Subjects** 210 nurses. **Tools** data were collected using two self-administered questionnaires 1) three-components organizational commitment questionnaire, and 2) factors affecting nurses' organizational commitment questionnaire. **The results** showed that nurses' age ranged between 19 and 59 years, with 90.0% females, and all having diploma degrees. Overall, 64.8% of the nurses had high total organizational commitment, and 53.8% of them agreed upon the influencing factors. Significant positive correlations were shown among various types of organizational commitment and of nurses' agreement upon various job factors. In multivariate analysis, structure factors were positive predictors of all types of organizational commitment. **In conclusion**, organizational commitment is influenced by job factors. **Recommendations**, the hospital administration should address the factors identified as most influencing commitment such as the policies and procedures, hospital reputation, and intention to leave among nurses to develop strategies and plans to improve nurses' organizational commitment.

Keywords: Job Factors, Nurses, Organizational Commitment.

Introduction

Nurses are the most essential resource of hospital that carry out the hospital activities such as care of others through utilizing the human and non-human resources of hospital and achievement of hospital goals depend on nurses commitment and satisfaction. Organizational commitment is taken as the level to which an employee is faithful to his/her organization (*Khan and Jan, 2015*).

Organizational commitment (OC) is an issue of prime importance, especially to the management and owners of the organizations (*Abdullah and Ramay, 2012*). It is extremely important for nurse managers to understand its influencing factors on current nursing workforce (*Vagharseyyedin, 2016*). Organizational commitment is directly related to an organization's profitability and competitive position in the market. Organizational commitment directly affects employees' performance. Therefore, it is better treated as an issue of great importance (*Vijayashree and Jagdishchandra, 2011*).

Organizational commitment (OC) has been the subject of several critical reviews of management and organizational behavior in earlier research (*Rubel and Kee,*

2015). Commitment is consisting of three dimensions, namely, affective, normative and continuance commitment. Affective commitment is defined as the relative strength of an individual's identification with and commitment to an organization. Again, continuance commitment is the extent to which a person needs to stay with the organization, due to the costs of foregoing benefits associated with an individual's investment in the organization (*Wang et al., 2012*).

Finally, normative commitment is the extent of which a person is obligated to stay with the current organizational settings (*Tremblay et al., 2010*). Overall, organizational commitment is the outcome of the employee organization relationship (*Loi et al., 2006*). It indicates the potentiality of an individual involvement in and identity with the distinct organization (*Kosteas, 2011*).

Interest in organizational commitment involves its presumed relation with organizational outcomes as job performance and turnover. Organizational commitment has been positively linked with different employee outcomes such as, job performance and retention (*Loi et al., 2006; Falkenburg and Schyns, 2007; Tremblay et al., 2010*). It has even been exposed to be a more significant predictor of

both turnover intention and actual turnover among different occupational employees. It is also studied having a significant negative relationship with quitting intention (*Mulki et al., 2008*).

Meanwhile, *Falkenburg and Schyns (2007)* found that both satisfaction and commitment to the organization are negatively allied with employee quitting intention. Moreover, it is assumed that committed employees engage themselves more in extra-role behaviors such as creativeness or innovativeness. They also have a higher degree of trust and intention to teamwork, which is essential for better performance of health care system (*Khatri et al., 2007*).

From the point of view of an organization, the answer to the question what benefits are connected with having “committed” workforce is essential. Therefore, the researchers’ main aim is to prove that strong commitment brings desired (from the point of view of the organization) effects such as low staff absenteeism and fluctuation, high productivity as well as determination of dispositional and situational attributions contributing to strong commitment development. The variables treated as determinants of organizational commitment include demographic variables,