

Relationship between Organizational Commitment and Knowledge Sharing among Staff Nurses

Thesis

*Submitted for Partial Fulfillment of Master Degree
in Nursing Science (Nursing Administration)*

By

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(B.Sc. Nursing)

**Faculty of Nursing
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Dedication

*I dedicate this research to **the Spirit of My Father** and I would like to extend my deepest thanks and express my gratitude to **My Mother, My Husband, My Sister, My Brother** and **My Sons** without them can't able to be successful in my work.*

I dedicate this research to my group mates, & all my friends.

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List of Contents

<i>Title</i>	<i>Page</i>
▪ Introduction	1
▪ Aim of the Study	5
▪ Review of Literature	
✓ Background	6
✓ Knowledge sharing	8
➤ Definitions	8
➤ Benefits of knowledge sharing	16
➤ Knowledge sharing process	17
➤ Knowledge sharing means	20
➤ Knowledge sharing governance mechanism	22
➤ Factors influencing knowledge sharing	25
➤ Potential barriers to Knowledge sharing	29
➤ Motivation to share	29
➤ Mechanisms encouraging knowledge sharing	30
✓ Organizational commitment	33
➤ Definitions	33
➤ Types of organizational commitment	36
➤ Antecedents of organizational commitment	38
➤ Consequences of organizational commitment	42

List of Contents (Cont...)

<i>Title</i>	<i>Page</i>
➤ Nurse manager role in enhancing organizational commettent and knowledge sharing.....	44
▪ Subjects and Methods	46
▪ Results	60
▪ Discussion	96
▪ Conclusion	105
▪ Recommendations	106
▪ Summary	107
▪ References	111
▪ Appendices	144
▪ Protocol	---
▪ Arabic Summary	---

List of Tables

Table No.	Title	Page No.
Tables in Subjects and Methods		
1	Setting description (Ain Shams Hospital)	48
2	Setting description (Dar El-Shefa Hospital)	49
3	Total number of nurses in both hospitals and number of nurses that will be included in the study	50
4	Types of organizational commitment dimensions	52
5	Types of knowledge sharing dimensions	53
6	Tools reliability	55
Tables in Results		
1	Demographic characteristics of staff nurses in the study sample	61
2	Organizational commitment dimensions among staff nurses in the study sample	64
3	Knowledge sharing dimensions among staff nurses in the study sample	66
4	Comparison of organizational commitment and knowledge sharing among staff nurses in the two study hospitals	68
5	Relations between staff nurses' affective organizational commitment and their characteristics	70

Table No.	Title	Page No.
6	Relations between staff nurses' continuance organizational commitment and their characteristics	72
7	Relations between staff nurses' affective normative organizational commitment and their characteristics	74
8	Relations between staff nurses' total organizational commitment and their characteristics	76
9	Relations between staff nurses' individual knowledge sharing and their characteristics	77
10	Relations between staff nurses' organizational knowledge sharing and their characteristics	79
11	Relations between staff nurses' total knowledge sharing and their characteristics	81
12	Relations between staff-nurses' affective organizational commitment and their knowledge sharing	83
13	Relations between staff nurses' continuance organizational commitment and their knowledge sharing	84
14	Relations between staff nurses' normative organizational commitment and their knowledge sharing	85
15	Relations between staff nurses' total organizational commitment and their knowledge sharing	86
16	Correlation matrices of organizational commitment and knowledge sharing scale	87

Table No.	Title	Page No.
	domains scores	
17	Correlation between organizational commitment and knowledge sharing scores	88
18	Correlation between staff nurses' organizational commitment and knowledge sharing scores and their characteristics	89
19	Best fitting multiple linear regression model for the affective commitment score	90
20	Best fitting multiple linear regression model for the continuance commitment score	91
21	Best fitting multiple linear regression model for the total commitment score	92
22	Best fitting multiple linear regression model for the individual knowledge sharing score	93
23	Best fitting multiple linear regression model for the organizational knowledge sharing score	94
24	Best fitting multiple linear regression model for the total knowledge sharing score	95

List of Figures

Figure No.	Title	Page No.
Figures in Review of Literature		
I	A model of knowledge sharing process	19
II	Governance mechanisms of knowledge	24
Figures in Results		
1	Distribution of staff nurses in the study sample by hospital	62
2	Distribution of staff nurses in the study sample by unit	63
3	Total organizational commitment among staff nurses in the study sample	65
4	Total knowledge sharing among staff nurses in the study sample	67

Abstract

Background: Knowledge sharing between co-workers is a must in healthcare organizations, and it could be influenced by organizational commitment. **Aim of study:** to identify the relationship between organizational commitment and knowledge sharing among staff nurses. **Subjects and methods:** The study was conducted in Ain-Shams University Hospital and Dar El-Shefa Hospital using an analytic cross-sectional design on 126 staff nurses. Data were collected using a self-administered questionnaire including organizational commitment questionnaire and knowledge sharing questionnaire validated by experts and pilot-tested. The fieldwork lasted from September to November 2017. **Results:** The highest type of organizational commitment was continuance (61.1%), while only 28.6% had high affective commitment; 86.5% had high level of total knowledge sharing. Affective and normative organizational commitment was significantly higher among staff nurses in Dar El-Shefa Hospital. Significant positive correlations were shown between affective and normative commitment and total knowledge sharing. In multivariate analysis, normative commitment was a significant positive predictor of total knowledge sharing, while the score of continuance commitment was a negative predictor. **Conclusion and recommendations:** Affective and normative commitment are positive predictors of knowledge sharing, while continuance commitment is a negative predictor. The study recommends improving knowledge sharing and affective organizational commitment by ameliorating staff nurses personal identification with the goals and values of the organization. Further research is proposed to identify the factors influencing knowledge sharing among nurses, and to examine the impact of improving staff nurses' knowledge sharing on each of the three dimensions of organizational commitment.

Keywords: Organizational commitment, Knowledge sharing, Staff nurse

Introduction

Knowledge sharing is regarded as the informal communication process involving the sharing of knowledge between co-workers **(Teh and Sun, 2012)**. Knowledge sharing is especially important in industries where knowledge is a key asset like healthcare organizations. The health care industry is a knowledge rich community which deals with patients' lives and wellness. Losing the opportunity of having the right knowledge at the right time can lead to medical errors **(Mohajan, 2016)**.

Organizational members are better equipped with skills and knowledge when they engage in knowledge sharing **(Sitko-Lutek et al., 2010)**. Organizational administrators and managers presumably value such practices, in part because knowledge sharing among staff nurses makes an individual's job easier, and saves the individual's time for more substantive tasks. However, it is difficult to enforce knowledge sharing because knowledge is created and stored within the organizational members **(Teh and Sun, 2012)**.

In the workplace, knowledge sharing problem is relatively common in which the individual staff nurses with knowledge are less inclined to share their knowledge **(Ho**

et al., 2009). Knowledge sharing will not happen if one does not intend to share knowledge (**Anand and Walsh, 2016**). People do not prefer to share their knowledge due to multiple reasons. Those reasons include organizational factors, stressors and personal gains. Not sharing the knowledge with others will emerge knowledge gaps. Accordingly those gaps will act as barriers in achieving the desired outcomes (**Ali, 2012**).

Knowledge sharing is an activity involving the transfer and dissemination of knowledge from one person to another. It is essential to conserve and share knowledge in the organization so that when an staff nurse leaves, the existing staff nurses will have sufficient information about how to perform their job (**Li et al., 2009**). Owing to the changing rapidly of medical knowledge and technology, knowledge sharing of nursing staff therefore has a vital role in facilitating the growth of knowledge to increase its value. When knowledge is retrieved from those who hold it and shared with those who need it, organizational effectiveness is significantly improved (**Duygulu and Kublay, 2011**).

Although knowledge sharing literature is varied, rich and still growing over two decades, many researchers have limited their studies to focus on interpersonal trust (**Chai**

and Kim, 2010; Ford and Staples, 2010), reciprocal benefits (Tohidinia and Mosakhani, 2010), cultural factors (Paulin and Suneson, 2012), and organizational issues (Li, 2010) in relation to knowledge sharing behavior. Although the accumulation of research on knowledge sharing has provided useful insights, there has been little formal analysis of the impact of job attitudes on staff nurses' knowledge sharing behavior, and few attempts to integrate it explicitly with organizational commitment (Teh and Sun, 2012). Knowledge sharing in an organization not only occurs at individual level but also at organizational level (Obembe, 2010).

Commitment represents something beyond loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something in order to contribute to the organization's well-being. Organizational commitment is the individual's psychological attachment to the organization. It can be defined as psychosomatic state that builds the workers behaviors in the organizations (Lamba and Choudhary, 2013). Organizational commitment refers to the degree to which individuals embrace organizational values and goals, which is vital in order for personnel to feel that they are part of the organization (April, 2014).

Organizational commitment refers to the bond or attachment that staff nurse has for his/her organization. Therefore, it is often referred as the proxy measure of turnover intention of a worker in an organization. There are three dimensions of commitment include affective, continuance and normative commitment. Affective commitment refers to the desire of an emotional attachment of staff nurse; continuance commitment is the attachment with the organization because of the satisfaction of the needs, while normative commitment reflects the faithfulness or the moral obligations that staff nurse feels for his/her organization (Razzaq et al., 2018).

Significance of Study

Knowledge sharing is essential for organizations to achieve their goals. It facilitates dissemination of overall awareness among workers, and creates a better work environment. However, knowledge sharing may be influenced by a number of factors, including organizational commitment. Meanwhile, the researcher noticed that the staff nurses' work in the hospital setting has become more dependent on knowledge sharing and less dependent on physical capabilities. Hence, this study is concerned with identifying the relationship between organizational commitment and knowledge sharing among staff nurses.