

Organizational Commitment Perceived by Clinical Nurses in Public Hospitals of Bangladesh

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Abstract

Background: Nurse's commitment is an important issue for health care organization to ensure quality of care patient safety and efficiency of care. It is also important for creating a positive work environment which is directly linked to employee behavior and job satisfaction. **Objective:** The aim of this study was to describe organizational commitment perceived by clinical nurses in public hospitals of Bangladesh. **Methods:** A descriptive exploratory study design was employed among 98 senior staff nurses from two tertiary hospitals using a convenient sampling. Data was collected by self-administered questionnaire that consist of two parts: Personal characteristics of the nurses and "organizational commitment scale". Both descriptive and inferential statistics two sample t-test, ANOVA and Pearson's product moment correlation was used for data analysis. **Results:** The overall score of organizational commitment was at moderate (3.11 ± 94). There was statistically significant relationship between working experiences of clinical nurses with organizational commitment ($r = .25$, $p = .01$). There were also statistically significant difference, nurses having income more than 35,000 Taka ($t = -2.375$, $p = .02$) had more organizational commitment than another group having income less than 35,000 Taka. The result revealed that professional satisfaction also had a strong positive correlation with the overall organizational commitment ($r = .83$, $p = .000$). **Conclusion:** The results indicated that nurses' perceived commitment towards the organization was moderate level that needs to improve by either intrinsic or extrinsic rewards. Thus study will help the nurse administrator to identify the areas, where should focus for some initiative to improve the nurses organizational commitment.

Keywords: Organization, Commitment, Clinical Nurse

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I. Introduction

Nurse's commitment is an important issue for health care organization to ensure job performance, quality of care, patient safety and efficiency of care. Commitment of employees to the organization has intangible effects that being a crucial outcome of human resource strategies. Committed staff highlights the reputation of the organization to the general people (Arbabisarjou, Sarani, Mohammadi, & Robabi, 2016). Organizational commitment is the attitude and inner impulses of a person towards an activity, occupation, group or organization that influences decision judgments, efficiency and loyalty towards the organization. Organizational Commitment refers to the extent to which an employee remains dedicated for achieving the objectives of an organization (Sikorska-Simmons, 2005). It conceptualized in terms of several distinct dimensions- affective, continuance and normative. Nurses with continual strong commitment survive in organization due to awareness from turnover costs (Allen & Meyer, 1990).

Nurses' commitment is important for health care institutions, not only for the quality of care, but also for patients' satisfaction (Berberoglu, 2018). For nurses, organizational commitment is an important predictor of turnover or absenteeism in many countries (Donoghue, 2010). According to Lorber and Skela-Savic (2014) nurses' commitment is important for the growth and efficacy of every organization. It would be realistic to monitor the nurses' commitment according to different components of commitment. In addition, in healthcare context, organizational commitment of nurses has a greater impact on patient care, patient safety, job satisfaction and job commitments of care providers including nurses (Naghneh et al., 2017).

In Bangladesh, more than 90 % of nurses are working in the clinical care setting, in which nearly 63% of nurses 'are unsatisfied with their job (Hossain, 2008). One study showed that organizational commitment had significant positive relationship with job satisfaction (Mazumder et al., 2016). It can be reflected that nurses'

satisfaction is vital to job motivation, job performance and job commitment. Even though there is a lack of related study, but several study reported quality of nursing care is highly correlated with organizational commitment in Bangladesh (Raeissi, Omrani, Khosravizadeh, & Alirezaei, 2015) According to Naghneh et al. (2017) showed that there was a significant positive correlation between organizational commitment and caring behavior to the patients. Another study suggested that nurse's organizational commitment is highly linked with the nurse's positive commitment, job motivation, competitiveness and support of an organization (Lorber&Skela-Savic, 2014).

Based on the existing literature, it can be said that organizational commitment was identified as a strong mediator for nurse's job performance job satisfaction, absenteeism, quality of nursing care and patient satisfaction. However, there are very few study focused on organizational commitment among nurses in Bangladesh. Therefore, the researcher of the present study described and explored organizational commitment of nurses in Bangladesh. It is expected that this study will positively contribute to better understanding of administrators in identifying the specific organizational factors that will contribute to nurses' commitment towards organization and job performance.

Objectives

The aims of this study were (1) to describe the personal characteristic of the nurses (2) to assess the organizational commitment perceived by clinical nurses (3) to examine the relationship between personal characteristics of the nurses and perceived organizational commitment.

II. Material and Methods

Study Design

A Descriptive-exploratory method was conducted at two public hospitals of Bangladesh. One is the Dhaka Medical College Hospital (DMCH) and another is the Chattogram Medical College Hospital Chattogram (CMCH).

Study Participants

The study participants were the clinical registered nurses who were working at Dhaka Medical College Hospital (DMCH), Dhaka and Chattogram Medical College Hospital (CMCH), Chattogram, Bangladesh. The sample size was estimated by using G-power analysis which was 82, with the attrition rate 20%, total sample size was 98 senior staff nurses. A convenient sampling technique was used to recruit the eligible participants who met the inclusion criteria. The following inclusion criteria were applied to recruit registered nurses:

Registered nurses who were clinically involved in direct patient care, had at least 2 years working experience in the selected hospitals and who were willing to participate in the study.

Instruments

The data collection instruments were consisted of two parts: Part I- Nurses' personal characteristics questionnaire and Part II -"Organizational Commitment Scale" (Allen & Meyer, 1990). Personal characteristics of the nurses were consisted of 8 items to get information about the study participants including age, gender, marital status, level of nursing education, working experience, current position, monthly income and 4 items professional satisfaction Questionnaire with 5 point Likert, 1 = strongly disagree to 5 = strongly agree. The second part was OCS. The original instrument was developed by Meyer & Allen, (1997) and revised by Jaros, (2007). In the present study, researcher used revised instrument based on the author's permission in order to make it consistent with the present study context. The OCS had 3 dimensions (Affective, Continuance and Normative) and 20 items that assess the level of nurse's commitment. Each item had 5-point likert scale response format from 1= completely disagree to 5= completely agree. The OCS was used to measure the level of commitment and previously this instrument was widely used in many researches (Arbabisarjou et al, 2016;Naghneh et al, 2017; Saad&Rabou , 2016).

In addition, in the current study, the relevancy of the instrument was tested by three experts from the relevant field of National Institute of Advanced Nursing Education and Research. The reliability of the instrument also tested by several earlier researches (Lorber&Skela-Savic, 2014; Naghneh et al., 2017; Mazumder et al., 2016) and demonstrated a high reliability, the Cronbach's alpha coefficient value of .79, .81, .85, respectively. That's why the research instrument was already reliable.

The reliability of the instrument was further tested involving 20 clinical registered nurses and found the internal consistency cronbach's alpha coefficient at 0.95. A back translated Bangla version of the instrument was used to collect the data in the present study.

Data Collection

Data were collected after obtaining permission from Intuitional Review Board of National Institute of Advanced Nursing Education and Research, NIANER No: Exp- NIA-5-20849 and Bangabandhu Sheikh Mujib Medical University (BSMMU). Permission was obtained from the Directors and Nursing Superintendents of both hospitals and study participants. Participation was voluntarily and anonymity was guaranteed. A self-administered structured questionnaire was used for data collection during December-2018 to January 2019. Questionnaire was distributed among the selected subjects by the researcher asking them to return the filled questionnaire to the researcher. The researcher collected the answered questionnaire directly after one week of interval from the participants of each unit.

Data Analysis

Data were processed and analyzed by using Statistical Package of Social Science (SPSS) 23 version. Both descriptive and inferential statistics were used. In descriptive statistics data was used to organize the personal characteristics of the nurses and presented by frequency, percentage, mean and standard deviation. In inferential statistics data was used including, two sample t- test, ANOVA and Pearson's product moment correlation to examine the relationship between personal characteristic of the nurses and organizational commitment.

III. Result

Table 1 show that the average age of nurses participated in this study was 35.31(±8.29) years and ranged from 20 to 52 years. Majority of the nurses were female (90.8%) and very few (9.2%) nurses were male. Most of the nurses were married (81.6%) followed by single. Near about two third of the nurses had diploma in nursing (72.4%). The average working experience of the nurses was of 8.05 (± 8.37) and it was ranged from 2 to 34 years. Most of the nurses were the senior staff nurses (94.9%), while few of them were working as nurse in-charge (5.1%). The average monthly income of the nurses were 32669.54 (±9857.7) in Taka and it was ranged from 17660 to 59000 taka. The mean score of the nurses' professional satisfaction was of 3.97 (±1.37).

Table 1: Distribution of the Personal Characteristics of the Nurses (N=98)

Characteristics	(n)	(%)	M±SD
Age in years			35.31±8.29
<30 years	52	53.1	
30-45years	28	28.6	
>45 years	18	18.4	
Gender			
Male	9	9.2	
Female	89	90.8	
Marital status			
Single	18	18.4	
Married	80	81.6	
Level of education in nursing			
Diploma	71	72.4	
B.Sc. in nursing	17	17.3	
MSc/ MPH	10	10.2	
Current position			
Senior staff nurse	93	94.9	
Nurse in charge	5	5.1	
Monthly income in Taka			32669.54±9857.77
<35000 Taka	70	71.4	
>35000Taka	28	28.6	
Working experience in years)			8.05 ±8.37
<15 years	77	78.6	
>15 years	21	21.4	
Professional satisfaction			3.97±1.37

2.1. Nurses Perceived Organizational Commitment

Table. 2.1 describe the mean and standard deviation of the nurses' perceived organizational commitment by dimensions. The nurses in this study perceived overall organizational commitment at a moderate level, with the mean of 3.11 and the standard deviation of .94. For each dimension of organizational commitment including affective, continuance and normative which nurses perceived at a moderate to high level,

the mean score ranged from 3.09 to 3.62. In the current study, nurses perceived moderate commitment with higher scores that was observed in the normative commitment scales (M=3.62, SD=1.29).

Table. 2.1 Nurses Perceived Organizational Commitment (N=98)

Variable	Mean	SD
Overall Organizational Commitment	3.11	.94
Affective commitment	3.09	.77
Continuance commitment	3.10	1.27
Normative commitment	3.62	1.29

2.2. Distribution of the Nurses Perceived Organizational Commitment

Table 2.2 shows distribution of the perceived organizational commitment among nurses by items, and dimensions using frequency, percentage, mean and standard deviation. The result revealed that the overall mean of organizational commitment was M=3.11(SD=.94) and dimensionally, the mean to affective commitment towards the organization was M=3.09 (SD=.77), continuance commitment was M=3.10 (SD=1.27) and the normative commitment was M=3.64 (SD=1.29). The result reflected that nurses' had moderate commitment towards the organization. However, among 20 items, majority of participants (46.9%) showed high commitment towards the organization almost for certain items. For example; more than half of the nurses' completely disagreed (46.9%) to somehow disagree (15.3%) with the statement of "Do not feel 'emotionally attached' to this organization". In another statement, more than half of them (38.8%) completely agreed to somehow agree (18.4%) with the statement of "Dedicated to this organization because fear to lose in it". Another statement showed that more than half (59.2%) of the nurses' completely agreed to somehow agree (9.2%) against this statement "Organization has a mission that believe in and committed".

Table 2.2 Distribution of the Nurses Perceived Organizational Commitment (N =98)

Items		Completely Disagree		Somehow Disagree		Undecided		Somehow Agree		Completely Agree		Mean±SD
		n	%	n	%	n	%	n	%	n	%	
<i>Affective commitment Scale Items</i>												
1.	Do not feel 'emotionally attached' to this organization*	46	46.9	15	15.3	9	9.2	14	14.3	14	14.3	3.66±1.52
2.	Not feel a 'strong' sense of belonging to organization*	46	46.9	19	19.4	13	13.3	13	13.3	7	7.1	3.86±1.33
3.	Do not feel like 'part of the family' at organization*	38	38.8	23	23.5	12	12.2	9	9.2	16	16.3	3.59±1.49
4.	Very happy being a member of organization	19	19.4	17	17.3	4	4.1	15	15.3	43	43.9	3.47±1.6
5.	Really feel as if this organization's problems are own.	22	22.4	13	13.3	5	5.1	21	21.4	37	37.8	3.40±1.61
6.	Enjoy discussing about organization with outside	17	17.3	24	24.5	4	4.1	13	13.3	40	40.8	3.39±1.62
7.	Organization has a great deal of personal meaning.	15	15.3	20	20.4	12	12.2	18	18.4	33	33.7	3.35±1.50
8.	Think could as attached to another organization	15	15.3	21	21.4	7	7.1	22	22.4	33	33.7	3.38±1.51
9.	Dedicated to this organization because fear to lose in it.	20	20.4	14	14.3	8	8.2	18	18.4	38	38.8	3.41±1.6
10.	Often feel anxious about have to lose with this organization	20	20.4	14	14.3	8	9.2	18	20.4	38	35.7	3.37±1.6
11.	Sometimes worry about future of this organization and I was no longer a member.	17	17.3	16	16.3	8	8.2	28	28.6	29	29.6	3.37±1.49
12.	"If wasn't a member of this organization, life would be disrupted	26	26.5	16	16.3	11	11.2	19	19.4	26	26.5	3.03±1.6
13.	Worry about the loss of investments in this organization	30	30.6	23	23.5	10	10.2	18	18.4	17	17.3	2.68±1.50

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Items	Completely Disagree		Somehow Disagree		Undecided		Somehow Agree		Completely Agree		Mean±SD
	n	%	n	%	n	%	n	%	n	%	
14. Loyal to this organization	34	34.7	18	18.4	5	5.1	18	18.4	23	23.5	2.78±1.63
<i>Normative commitment Scale Items</i>											
15. Organization has a mission that believe in and committed	4	4.1	21	21.4	6	6.1	9	9.2	58	59.2	3.98±1.37
16. Loyal to this organization because my values are largely its values	9	9.2	20	20.4	3	3.1	10	10.2	56	57.1	3.86±1.50
17. Feel 'morally correct' to dedicate to this organization	12	12.2	17	17.3	4	4.1	16	16.3	49	50	3.74±1.51
18. Organization deserves my loyalty because of its treatment towards me	18	18.4	16	16.3	8	8.2	13	13.3	43	43.9	3.48±1.60
19. Feel that I owe this organization because of what it has done for me	14	14.3	18	18.4	11	11.2	21	21.4	34	34.7	3.44±1.47
20. Feel would be letting my co-workers down if I wasn't a member of this Organization".	21	21.4	20	20.4	3	3.1	25	25.5	29	29.6	3.21±1.58
Total Mean											3.11±.94

*Reverse coded items

3. Relationship between Personal Characteristic and Perceived Organizational Commitment of the Nurses

Table 3. Showed the relationship between personal characteristic of the nurses' and perceived organizational commitment. This study finding revealed that there was statistically significant relationship between nurses' working experience and organizational commitment ($r=.25, p=0.01$). It reflects that participant who had more experience (>15 years) had more organizational commitment (3.45±.81). There was also significant difference between monthly income and organizational commitment, for example nurses who had income more than 35,000 Taka ($t=-2.375, p=0.02$) had more organizational commitment than another group who had less income than 35,000 Taka ($M=2.98$). The professional satisfaction also had a strong positive (Gray, Grove, & Sutherland, 2017) correlation with overall organizational commitment ($r=.83, p=0.000$). It reflects that participant who had more professional satisfaction they perceived more organizational commitment. Others personal characteristics of the nurses and organizational commitment had non-significant relationship.

Table 3. Relationship between Personal Characteristic and Nurses Perceived Organizational Commitment (N=98)

Name of Variable	M±SD	t/F/r	p value
Age (Years)		.16	.11
<30 years	2.99±.97		
30-45years	3.12±1.00		
>45 years	3.47±.65		
Gender			
Male	2.70 ±.89	-1.405	.16
Female	3.16 ±.94		
Marital status			
Single	2.82 ±1.08	-1.485	.14
Married	3.18 ±.90		
Level of education in nursing			
Diploma	2.99 ±.98	2.90	.06
B.Sc.in nursing	3.29 ±.85		
MPH/M.Sc.	3.69 ±.43		
Current position			
Senior staff nurse	3.11 ±.93	-.066	.94
Nurse in charge	3.14 ±1.10		
Working experience		.25	0.01*
<15 years	3.02±.95		
>15 years	3.45±.81		
Monthly income (Taka)			
<35000 Taka	2.98 ±.96	-2.375	0.02*
>35000Taka	3.44±.80		

Name of Variable	M±SD	t/F/r	p value
Professional satisfaction		.83	0.00**

* Significant at the 0.05 level (2-tailed). ** Significant at the 0.01 level (2-tailed).

IV. Discussion

The present study finding showed that the nurses perception towards the organization was at moderate level (M= 3.11, SD = 94). This finding was similar to another study conducted in Bangladesh by Mazumder et al. (2016). Their finding was that nurses' degree of loyalty to their hospitals was strong, they would happy to spend their time during working in the hospital. Raeissi et al. (2015) conducted a study in Iran stated that moderate organizational commitment was attributed to the lack of sprit and common bond among personnel. The result of the present study indicates that organizational commitment among hospital nurses was at moderate level which could be due to the lack of team work and their individualistic orientations, less opportunity of higher education and organizational support.

The findings showed that the average age of nurses participated in this study were 35.31(±8.29) years and ranged from 20 to 52. It might be due to most of the nurses were young adult and some of them were aged. This finding was nearly similar (30.05±6.56) with another study (Arbabisarjou et al., 2016). In the present study most (90.8%) of the nurses were female. Like, other country, in Bangladesh, Nursing is a female oriented profession. That's why female students come to the nursing rather than male. This finding was similar to the study conducted by Mazumder et al. (2016) in Bangladesh, Berberoglu (2018) in the public hospitals of North Cyprus and Karami et al. (2017) in Iran. In the present study near about two third of the nurses had diploma in nursing (72.4%). It was seen that number of diploma nurses (72.4) was higher than B.sc (17.3) and MSN (10.2). It is due to the lack of M.sc Institutions for higher education. It was congruent in previous several studies conducted by Latif et al. (2010) & Hossain (2008) in Bangladesh. They reported that (58%) had diploma where the percentage of bachelor and master degree was (42%). The average working experience of the nurses was 8.05 ±8.37 and it was ranged from 2 to 34 years, where 78.6% of them had >15 years of experience. It might be due to the most of the nurses were recently appointed as senior staff nurse. The overall professional satisfaction of the nurses was high (3.97±1.37). This might be due to the newly appointed nurses are getting a high salary and in Government job in Bangladesh, there is very less risk of losing the job.

The present study showed that among the dimensions of organizational commitment, normative commitment was higher than continuance and affective commitment. This result was consistent with the previous study conducted by Saad&Rabou (2016) in Egypt and other several studies (Bahrami et al., 2016; Jandaghi et al., 2010) and contrast in Philippines (Abrague, McEnroe–Petitte, Tsaras, Cruz, Colet, &Gloe, 2018) suggesting that nurses' have strong emotional attachment to their organization in the dimension of affective commitment. This may be due to the cultural variations across different countries in terms of organizational commitment perceptions.

Affective commitment refers to employee's positive emotional attachment to the organization (Jandaghi, Borghei, Matin, &Dastani, 2010). Affective commitment positively influences employees' professional efficacy and reduces a likelihood of professional burnout and withdrawal behavior. The results of the present study indicated that nearly half of the senior staff nurses' (46.9%) had emotional attachment towards the organization in this dimension. This result was consistent with another study conducted by (Saad&Rabou , 2016) in Egypt . This might be due to the staffs were committed to the organization either due to emotional contribution or not having a better job opportunity outside the organization and it also indicated that the staffs are not willing to leave for finding a better job or better conditions. This result was consistent with the result conducted by Arbabisarjou et al., 2016 in Iran. Regarding continuance commitment, the findings of the present study indicated that one third of the senior staff nurses (38.8%) were dedicated towards the organization to this dimension. Regarding normative commitment, the findings of the present study indicated that more than half of the senior staff nurses (59.2%) believed Organizations mission and committed towards the organization.

Concerning the relationship between personal characteristics of the nurses and organizational commitment, the result of the present study showed that there was a strong positive association between nurses' personal characteristics such as monthly income, working experience and professional satisfaction with their organizational commitment. This finding was similar with the result of a number of previous studies conducted by Al-Aameri (2000) in Saudi Arabia and another study conducted by Jafari, Afshin, &Barzegar (2015) at Mazandaran Heart Center. According to the result of this study, there was a significant correlation between work experience and organizational commitment ($r=.25, p=0.01$) correspondingly, highly experienced nurses were observed to have more commitment compared to other nurses. This might be due to the self-reinforcement of the attitude over time and most of the time, experienced nurses had been given priority in decision making by authority. This finding was similar to another study conducted by Jafari et al. (2015) in Iran stated that experienced nurses' consolidated position as well as the prospect for occupying managerial positions in the

future and Al-Aameri, 2000 in Soudi Arabia stated that nurses' who worked in the organizations more time, their contributions and concern were highly committed to their organizations.

In the present study there was also a significant difference ($t=-2.375, p=0.02$) between monthly income and organizational commitment, for example; nurses who had income of >35000 Taka had more organizational commitment than another group who had income of <35000 Taka. It might be due to the nurses' who had more income had more satisfaction and more commitment towards the organization. Honyenuga & Adzoyi (2012) conducted a study in Ghana that explored that financial gain and love for nursing as a profession contributed to a high level of commitment. In the present study there was a strong link between age, experience and monthly income with organizational commitment. This might be due to the senior nurses 'had more working experience and income.

In the present study there was not statistically significant relationship between age and organizational commitment. This result was dissimilar with another study conducted by Al-Aameri, 2000 in Soudi Arabia. The present study showed that with the increasing age, the organizational commitment was also increased gradually. It might be due to the old nurses >45 years ($M=3.47, SD=.65$) who were emotionally attached towards the organization, gradually sustained for working long time. This result was congruence with the previous study conducted by Dorgham, (2012) at Tanta Main University Hospital in Egypt found that participants who were older had more commitment towards the organization.

Even though there was no significant relationship between rest of the nurses' characteristics including gender, level of education in nursing and organizational commitment however participants who had Masters level of education ($M = 3.69, SD = .43$) had more organizational commitment than others. This result was similar to another study conducted in Bangladesh by Mazumder et al. (2016). Regarding Correlation between professional satisfaction and organizational commitment among nurses, the present study showed that there was a strong positive correlation ($r=.83, p=0.000$). It might be due to the nurses' professional satisfaction had influence towards the organizational commitment.

To conclude, the present study findings indicated that organizational commitment among hospital nurses was at moderate level which could be due to the lack of team work and rewards for better performance, less opportunity of higher education and organizational support. Moreover, teaching about mission and vision of organizations, and values in a transparent way and internalizing them among nurses through training and education would play an effective role in improving organizational commitment.

V. Conclusion

The result of the present study showed that the overall organizational commitment of the participated nurses were moderate. The findings of the study revealed that there was statistically significant relationship between nurses working experiences with organizational commitment ($r=.25, p=0.01$) and professional satisfaction with overall organizational commitment ($r=.83, p=0.00$). There were also significant difference between monthly income and organizational commitment ($t=-2.375, p=0.02$).

Based on the result of the study, it can be said that organizational commitment can be improved improve by either extrinsic or intrinsic rewards to employees who do their work with interest and passion. It could also be improved by job empowerment, decentralization, proper compensation for better performance and reducing position difference. Thus, this study will help the nurse administrator to identify the areas, where should focus to take some initiative and to improve nurses organizational commitment. It provides further evidence that the more satisfied nurses are the more committed and more productive and effective in their organizations. This gives a clear message to all administrators and managers in all healthcare organizations to pay considerable attention to the issue of job satisfaction and organizational commitment for nurses towards the organization.

In order to resolve the weakness of this study, it is suggested that the same study could be conducted using random sampling technique. It would be worthwhile to conduct further study with the nurses using some open-ended questions, in depth interviews to determine the real perceptions or opinions about the organizational commitment. Further study is needed to clearly explore factors related to nurses' commitment towards the organization.

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Conflict of Interest

There is no conflict of interest.

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