



Original Article

Assessment of the Organizational Commitment among Nurses

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ABSTRACT

Organizational commitment is the extent to which a person may be identified with their membership in a particular organization. **Objective:** To assess the organizational commitment among nurses. **Methods:** Utilizing a cross-sectional research approach, this study examined organizational commitment among registered nurses employed in several tertiary care hospitals in Karachi, Pakistan, and enrolled in the Post RN program at Horizon School of Nursing and Health Sciences in Karachi, Pakistan. This study included 71 nurses in total. Three elements of overall organizational commitment are measured by the Organizational Commitment Scale (OCS), established by Balfour and Wechsler in 1996. **Results:** Study findings show that 35.2% of respondents reported great pride in their affiliation with the company, demonstrating high loyalty and job satisfaction. In addition, 40.8% of respondents strongly agreed with the importance of the organization's values. Moreover, the findings also show that 8.5% demonstrated low commitment, and 60.6% fell into the moderate commitment category. Meanwhile, 31.0% exhibited high commitment. **Conclusions:** The study revealed a diverse spectrum of commitment levels, with a substantial majority demonstrating moderate commitment. Addressing this issue should be a priority for the organization, focusing on recognizing and appreciating employees' efforts to enhance overall satisfaction and foster a more supportive work environment.

INTRODUCTION

Organizational commitment is the extent to which a person may be identified with their membership in a particular organization. Because studies have shown a significant correlation between organizational commitment and staff retention, highly devoted nurses typically remain in their existing organizations [1]. Moreover, it can be defined as the degree to which a person identifies with and participates in a specific organization. Furthermore, organizational commitment is following the goals and ideals of the organization, being devoted to it, having moral

convictions, and wanting to stay in it [2-4]. It also refers to how much employees identify with their company and its objectives. Furthermore, organizational commitment is social actors' propensity to assign power and allegiance to social systems. Generally speaking, organizational commitment is having a firm belief in and acceptance of the organization's objectives and core values, being prepared to put in a significant amount of work on the organization's behalf, and having a strong desire to remain an organizational member [5]. Previous research revealed

that a wide range of factors, including organizational characteristics, work conditions, perceived organizational support, job satisfaction, age, education level, and years of experience, were associated with organizational commitment among nurses [1]. In a field where competition is intense, one of the key influencers and main aspects that affect an organization's performance is its workforce. When handled well, their commitment can benefit the organization, such as improved performance and productivity at both the individual and organizational levels, lower absenteeism and turnover, and enhanced effectiveness. When workers are content with their positions, they do their work efficiently and show dedication to the place and the company [6]. A broad presumption is that happy workers would carry out their obligations with great commitment [7]. The findings also indicated that training and development are essential for enhancing academic staff members' organizational commitment [8]. Since its inception in the 1970s, organizational commitment in the nursing sector has been the subject of extensive global research. The nursing profession is an essential pillar of society, and nursing staff plays a significant role in delivering healthcare and upholding health standards. On the other hand, clinical placement significantly impacts employees' physical and emotional health, making it a crucial problem [9]. Clinical placement is a physical setting and staff education for healthcare professionals, such as nurses and nursing students [10]. Job stress is the term used to describe the stress that employees experience due to their work and organizational environment. It is one of the variables that affect both physical and mental health. Workplace stress can significantly affect employees' commitment to the organization, affecting performance and success. Therefore, it is essential to control occupational stress to lessen its adverse impacts on employees' dedication and performance to achieve organizational goals [9]. Nurses' organizational commitment and job happiness are closely linked to the health of this significant sector of society, and these factors are crucial for patient safety [11]. A culture where nurses are committed, driven, and deeply rooted in their holy vocation is desperately needed in healthcare organizations. As perceived by nurses, the general organizational commitment approach is a crucial component of understanding organizational behaviour and a reliable indicator of job satisfaction, staff retention, and performance. To better retain nursing professionals, it is essential to raise job satisfaction and organizational commitment [12, 13]. Because providing excellent health care and guaranteeing patient satisfaction depend on nurses [14]. Individual nurses' knowledge, skills, job happiness, and organizational commitment are critical to

optimal nursing performance. For healthcare services and standards to continue to be provided at the necessary level, nurses must be content with their employment. Therefore, supervisors should give nurses a positive work environment to increase their commitment to the organization and job satisfaction, ultimately leading to increased effectiveness and performance [5]. Moreover, affective commitments in nursing can lead to self-motivation, self-discipline, and self-awareness, and they can significantly impact the quality of patient care [15]. Nurses who possess these traits are more likely to provide patient-centered care, maintain high standards of practice, and continuously improve their skills among nurses. Another powerful predictor of plans to leave is affective commitment. Employees who are emotionally invested in and engaged in their work are committed. It is the sentimental bond a worker has with his company. Affective commitment significantly and negatively affects people's intentions to leave and their thoughts and behaviors. Empirical research on registered nurses' intentions to leave their jobs has been conducted in a Western setting. However, Pakistan has undertaken only a few studies [16]. Therefore, this study aims to measure organizational commitment among nurses.

METHODS

This study employed a cross-sectional research design to investigate organizational commitment among registered nurses enrolled in the Post RN program at Horizon School of Nursing and Health Sciences in Karachi, Pakistan and working in various tertiary care hospitals in Karachi, Pakistan from September to November 2023. This study adopted convenient sampling technique to approach the study participants. The participants in this study were registered nurses working in different tertiary care hospitals in Karachi, Pakistan, who were concurrently enrolled in the Post RN program at Horizon School of Nursing and Health Sciences. The inclusion criteria were age above 19 years, and participants could be of any gender. Individuals below the age of 19 were excluded. Additionally, nurses not affiliated with the mentioned educational program or those employed outside the specified hospital setting were excluded. Data were collected using a structured questionnaire distributed through Google Forms. Balfour and Wechsler (1996) [17] developed the Organizational Commitment Scale (OCS), which measures three dimensions of overall organizational commitment: commitment based on identification with the organization, commitment based on affiliation or pride in the organization, and commitment based on satisfactory exchange with the organization that results in the organization appreciating the individual. The OCS consists

of nine items. Coefficient alpha values were .81 for affiliation commitment, .72 for identification commitment, and .83 for exchange commitment. A 7-point Likert-type scale is used to collect responses, with one denoting strongly disagree and seven denoting strongly agree. With a total score of 63 for assessing organizational commitment among nurses, we categorize the levels into three groups. Scores below 30 indicate low organizational commitment. Scores between 31 and 50 represent a moderate level of commitment, and scores above 50 demonstrate high commitment. A total of 71 registered nurses participated in the study. The sample size was determined based on feasibility and resource constraints, ensuring a representative subset of the target population. Moreover, the sample size was calculated through open Epi with a 95% confidence interval. Quantitative data from the Google Forms survey were analyzed using appropriate statistical methods SPSS version 26.0. Descriptive statistics such as frequency and percentages were calculated to summarize the participants' demographic information and organizational commitment. Study approval was obtained from the relevant institution with reference number (HSNHS/2023/450). Informed consent was obtained from all participants, ensuring their voluntary participation in the study. Participants' confidentiality and anonymity were maintained throughout the research process.

RESULTS

Table 1 summarizes survey data related to gender, age, work experience, and education within a particular group. The first section shows the gender distribution, indicating that 54.9% are male and 45.1% are female. The second section displays the age groups, with 28.2% falling in the 19-24 range, 46.5% in the 25-29 range, and 25.4% above 30. The third section outlines work experience, with 42.3% having 6 months to 3 years of experience and 57.7% having over 3 years of experience.

Table 1: Demographic data of the participants n=71

Variables	Frequency (%)
Gender	
Male	39 (54.9)
Female	32 (45.1)
Age	
19-24	20 (28.2)
25-29	33 (46.5)
Above 30	18 (25.4)
Experience	
6 months-3 years	30 (42.3)
Above 3 years	41 (57.7)

Among the respondents, 8.5% demonstrated low commitment. The majority, comprising 60.6%, fell into the moderate commitment category. Meanwhile, 31.0%

exhibited high commitment (Table 2).

Table 2: Organizational Commitment among Nurses

Level of Commitment	Frequency (%)
Low Commitment	6 (8.5)
Moderate Commitment	43 (60.6)
High Commitment	22 (31.0)

In examining the responses, several statements stood out significantly among the employees surveyed. A notable 35.2% expressed strong pride in associating themselves with the organization they work for, indicating high satisfaction and loyalty. Additionally, an impressive 40.8% strongly agreed that the values and principles upheld by the organization held great importance, underscoring a solid alignment of personal values with the organization's mission. Moreover, 32.4% of respondents felt a profound sense of belonging to the organization, while 29.6% described feeling akin to being part of a family in the workplace. Furthermore, nearly a quarter of the respondents (23.9%) strongly felt that the organization genuinely appreciated their accomplishments on the job. On a concerning note, 32.4% expressed feeling overlooked or ignored in their efforts, emphasizing a need for improved recognition and acknowledgement within the workplace (Table 3).

Table 3: Organizational Commitment among Nurses

Statements	Strongly disagree	Moderately disagree	Slightly disagree	Neither disagree nor agree	Slightly agree	Moderately agree	Strongly agree
I am pretty proud to be able to tell people who it is that I work for	4.2%	16.9%	4.2%	5.6%	8.5%	25.4%	35.2%
What this organization stands for is essential to me	8.5%	4.2%	5.6%	0%	8.5%	32.4%	40.8%
I work for an organization that is incompetent and unable to accomplish its mission®	18.3%	4.2%	16.9%	8.5%	11.3%	25.4%	15.5%
I feel a strong sense of belonging to this organization	8.5%	0%	4.2%	4.2%	18.3%	32.4%	32.4%
I feel like "part of the family" at this organization	4.2%	8.5%	9.9%	4.2%	18.3%	25.4%	29.6%
The people I work for do not care about what happens to me®	4.2%	8.5%	8.5%	0%	32.4%	18.3%	28.2%
This organization appreciates my accomplishments on the job	4.2%	0%	12.7%	12.7%	23.9%	22.5%	23.9%

This organization does all that it can to recognize employees for good performance	4.2%	7.0%	18.3%	16.9%	14.1%	25.4%	14.1%
My efforts on the job are largely ignored or overlooked by this organization®	0%	5.6%	4.2%	8.5%	8.5%	40.8%	32.4%

DISCUSSION

The foundation of every healthcare system, nurses are essential to patient care and satisfaction. Patients' treatment level is directly impacted by their commitment to the organization [18]. Healthcare administrators and legislators can improve patient outcomes and the quality of healthcare overall by fostering a healthy work environment and understanding the elements that influence nurses' commitment. The current findings show that 31.0% had a high level of commitment among nurses. Similarly, another study found a slightly different result: 22.33% had a high level of organizational commitment [19]. In contrast, another study found that most nurses have a high organizational commitment [20]. Reduced organizational commitment has detrimental effects on both the individual and the organization, including lower productivity and performance, the perception of discrimination within the company, ignoring employee needs, not participating in organizational issues, high absenteeism, employee delays, reluctance to stay on staff, turnover, diminished customer trust, decreased revenue, and a lack of motivation [21]. Moreover, the current findings show that 60.6 have moderate organizational commitment. Similarly, another study's results are parallel and found that most nurses have moderate organizational commitment [21]. In addition, another study also found that the majority of the nurses have a moderate level of organizational commitment [22]. Another study also found that most nurses had moderate organizational commitment [23]. In comparison, another study found high organizational commitment among nursing managers compared to nurses [24]. The present findings show that 40.8% had a positive attitude toward the organization and strongly agreed that what the organization stands for is essential to them. In this regard, another study found that most participants had a positive attitude toward the organization [25]. Affective commitment to an organization at a high degree is also considered one of the key characteristics of motivated nurses. High levels of organizational commitment at work give nurses the confidence to complete their responsibilities, achieve their objectives, and deal with challenges and impediments as they arise suitably and productively [25]. Current findings show that 29.6% strongly agreed that we are part of the family at this

organization. Another study found that 27.5% have a high organizational commitment [26]. Regarding this, several investigations discovered that high levels of occupational commitment, connection, and contentment are necessary for employees to contribute to the organization's increased efficiency [27]. As a result, organizational commitment among employees is more crucial, particularly in organizations that offer services like hospitals and pre-hospital emergency care centers, as these organizations' effectiveness and efficiency are directly correlated with the quality of care that their staff members provide. The quality of working life is one of the key variables determining organizational commitment, and many managers have recently focused on improving their human resources [27]. The findings show that 24% strongly agreed with a strong sense of belonging to this organization. Other results also revealed that many participants reported job security in the organization [27]. Since job security is one of the challenges that influence employees in an organization, some of the organization's mental and intellectual resources are allocated to this problem. Workers who feel comfortable in this area invest more mental energy in the company. This could decrease employee tensions, which is crucial for companies like pre-hospital systems with a shortage of skilled human resources [28].

CONCLUSIONS

The study revealed a diverse spectrum of commitment levels, with a substantial majority demonstrating moderate commitment. A notable portion displayed high commitment, while a smaller fraction exhibited low commitment. Encouraging initiatives tailored to bolster engagement and commitment could prove beneficial, mainly focusing on strategies to elevate individuals from low to moderate commitment levels.

Authors Contribution

Conceptualization: MI, AB

Methodology: AB, HA

Formal analysis: AB, FK

Writing-review and editing: TA, SM, MG

All authors have read and agreed to the published version of the manuscript.

Conflicts of Interest

The authors declare no conflict of interest.

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