

# Perception Of Organizational Commitment Among Nurses In Different Governmental Health Sectors At Riyadh City

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**Abstract.** Some national studies and articles highlighted that governmental sectors in Riyadh city were suffering for many years from high turnover rate of nurses that reached to seventy percent in some hospitals and resulted in high nurses shortage. This study was conducted to assess nurses' perception of organizational commitment and compare dominant type of commitment (Affective, Continuance, and Normative) among different hospitals in governmental health sectors. The study included a total of 340 nurses who were working in different intensive care units. The positive findings regarding nurses' perception of commitment were that nurse's recorded higher perception of affective commitment than continuance and normative, which is beneficial for organizational effectiveness since that affective commitment has many positive consequences for the organization. In contrast, the nurses' perception of commitment at the three settings needs a critical attention from hospitals administrators and managers, since that negative association was found between nurses professional status specifically clinical ladder and education with commitment.

**Keywords:** Organizational commitment, Nurses' commitment, Nurses' perception, Saudi governmental health sectors.

## 1 INTRODUCTION

Nursing is increasingly broad in scope and encompasses an ever widening range of work behaviours and role responsibilities. However, the nurses low commitment is being a problematic in many countries, Aiken et al (2001)<sup>(1)</sup> have cautioned that the health care workforce faces the serious risk of losing one in five registered nurse for reasons other than retirement. The Kingdom of Saudi Arabia, like many other countries of no exception suffering from nursing low commitment which evidenced by registered nurses' high turnover rate and resignation<sup>(2)</sup>. However, some national studies and articles highlighted that governmental sectors in Riyadh city were suffering for many years from high turnover rate of nurses that reached to seventy percent in some hospitals and resulted in high nurses shortage<sup>(3,4)</sup>.

## 2 AIM OF THE RESEARCH

To assess nurses' perception of commitment to their organization and compare dominant type of commitment, affective (emotional attachment), Continuance (loyalty), Normative (obligation) among different hospitals in governmental health sectors. Such information may have implication for organization and nurses administrators to improve nurses' commitment

and minimize the negative consequence of low commitment.

### 3 METHOD

The research was descriptive and correlational in nature, aimed at assessing the perception of nurses to organizational commitment. Three major hospitals were selected purposively from different governmental sectors at Riyadh city, while each hospital considered as have the largest bed capacity as well as provide more comprehensive and highly specialized care among each sector. The study sample included: Military sector (n=115), University sector (n=113) and, Ministry sector (n=112). The study was used self administered questionnaire Meryer J(2004)<sup>(5)</sup>: Three Components Model-Employee Commitment Scale.

Table 1. Total number of nurses in the three sectors

Governmental Sectors	Number Of Nurses
Military sector	115
University sector	113
Ministry sector	112
Total	340

### 4 RESULT

The nurses' perception to commitment recorded score range of (9.72-81.94), (54.98±10.49) and most of them respond neutrally to commitment domains. Moreover, un-ignorable number of nurses did not respond to some of the reflective statement of continuance commitment. In contrast, the positive findings regarding nurses' perception of commitment was that nurses recorded higher perception of affective commitment than continuance and normative, which is beneficial for organizational effectiveness since that affective commitment has many positive consequences for the organization.

Having identified association of nurses' perception of commitment with the selective characteristics, revealed significant variations. Surprisingly, negative association was found between nurses' professional status (clinical ladder and education) with commitment. While comparing nurses' perception of commitment among the three settings, Ministry of Health hospital recorded the highest perception of commitment (57.43±6.91) as compared, Military hospital (51.68±11.78), and University hospital (55.91±11.23) ( $X^2 = 15.97$ ). This significance is apparent in the three sub-domains ( $X^2 = 13.25$ ), ( $X^2 = 14.86$ ), ( $X^2 = 7.57$ ), respectively.

Table 2. Personal characteristics of the nurses

Personal character			Number (n = 340)	Percent%
1. Age	a.	< 30	96	28.2
	b.	30 > 40	147	43.2
	c.	40 > 50	73	21.5
	d.	50+	24	7.1
2. Gender	a.	Male	18	5.3
	b.	Female	322	94.7
3. Nationality	a.	Indian	125	36.8

	b.	Philippine	173	50.8
	c.	Others*	42	12.4
4. Education	a.	Diploma	172	50.6
	b.	Baccalaureate	158	46.5
	c.	Post graduate	10	2.9

Others\*: Saudi, Jordanians, Yemenis, Egyptians, Australians, Bangladesh, Pakistani, Malaysians, Indonesian, and Slovak.

Table. 2. Occupational characteristics of the nurses

Personal character		Number(n = 340)	Percent%	
1. Hospital (Setting)	a.	University	113	33.3
	b.	Military	115	33.8
	c.	Ministry	112	32.9
2. Career experience (yrs)	a.	1 > 5	45	13.2
	b.	5 > 10	109	32.1
	c.	10 > 15	93	27.4
	d.	15 +	93	27.4
3. Current unit experience (yrs)	a.	1 > 5	177	52.1
	b.	5 > 10	88	25.9
	c.	10 > 15	31	9.1
	d.	15 > 20	33	9.7
	e.	20 +	11	3.2
4. Current position	a.	Staff nurse level I (SNI)	88	25.9
	b.	Staff nurse level I (SNII)	252	74.1
5. Specialty area	a.	Adult general ICU	127	37.4
	b.	Adult Specialty ICU*	53	15.6
	d.	Pediatric specialty ICU*	152	44.6
	c.	Pediatric general ICU	8	2.4

Table. 2. Nurses' perception to commitment sub-domains.

Commitment Sub-domains	Mean $\pm$ SD
Affective	56.52 $\pm$ 14.35
Continuance	54.73 $\pm$ 12.78
Normative	53.69 $\pm$ 13.45

Table. 3. Variation of nurses' perception of commitment among the three hospitals

Governmental Sectors	Commitment Sub-domains			Overall commitment Mean $\pm$ SD
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	Affective	Continuance	Normative	
Military sector	52.68 $\pm$ 14.54	50.83 $\pm$ 13.83	51.52 $\pm$ 14.33	51.68 $\pm$ 11.78
University sector	58.44 $\pm$ 15.96	55.97 $\pm$ 13.21	53.32 $\pm$ 14.52	55.91 $\pm$ 11.23
Ministry sector	58.52 $\pm$ 11.49	57.48 $\pm$ 10.07	56.29 $\pm$ 10.80	57.43 $\pm$ 6.91

## 5 CONCLUSION

The present study considered a corner stone study that gives basic steps towards understanding the nurses' perception of organizational commitment as well as highlighted several facts that can be considered when addressing the low nurses' commitment. The result cited above reflect that the nurses' perception of commitment at the three settings needs a critical attention from hospitals administrators and managers, since that negative association was found between nurses professional status (clinical ladder and education)with commitment., this discrepancy may cause disengagement or withdrawal from the profession of these highly qualified and competent nurses .Moreover, several personal and occupational characteristics of the nurses were affect their perception of emotional attachment, loyalty and obligation to the organization.

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