

Organizational Commitment and Turnover Intention among Nurses in a Selected Hospital in Taguig City, Philippines

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Abstract

Aim: Companies are more concerned with having dedicated workers since there is a difference in performance between committed employees and the rest of the employees. Committed people perform well in the organization and enable them to expand and compete in a competitive environment. The purpose of this study is to determine if there is a relationship between organizational commitment and turnover intention among nurses in a hospital in Taguig.

Methodology: Descriptive-correlational study were done using a purposive sample approach on 80 nurses in a hospital in Taguig. Employee Commitment Survey were used, with 18 items, 6 items that reflect each dimension, and 6 items from the Turnover Intention Scale. The mean, standard deviation, and Pearson correlation were used. $P < 0.05$ was deemed statistically significant.

Results: Nurses were moderately devoted to the organization, in addition to Affective Commitment and Normative Commitment. In contrast, the continuance commitment was undecided whether or not there is a desire to leave the organization. The results revealed significant and negative correlations between affective commitment scale and turnover intention; normative commitment scale and turnover intention scale were moderately inversely correlated ($r = -.410$; $p = .000$); and continuance commitment scale and turnover intention scale were statistically not significant ($r = .176$; $p = .117$). An inverse correlation ($r = .248$; $p = .026$) was found between organizational commitment and turnover intention.

Conclusion: Emotional commitment has a significant influence on the several aspect of employee commitment in the organization, such as leadership, individual qualities, and job variables, which lessens staff intention to quit the organization.

Keywords: *Organizational Commitment, Turnover intention, Hospital nurses, Descriptive-correlational research*

INTRODUCTION

Nurses are considered the lifeblood of health-care organizations, and nurse administrators face a difficult task of keeping them on board. Thus, in able to assure a highly engaged and dedicated nursing workforce and encourage nurse retention, organizational measures must be effectively implemented. This is required to maintain high-quality patient care and services as well as organizational efficiency, performance and productivity (Labrague et al., 2018). However, in recent years, concerns regarding the impact of nursing shortages on health care delivery have prompted a lot of turnover and retention of nurses. The turnover intention has intensively focused on nurses' intentions to leave a nursing job and/or the nursing profession, while retention concentrated on staying in their current post or organization (Stewart et al., 2020).

Organizational commitment of nurses to working conditions, staffing, patient-to-nurse ratio, and personal growth at work are factors that influence an employee's commitment to their employer. It is vital that they are always inspired, dedicated and eager in their job to provide the best fruitful outcome for the organization (Nitafan, 2020). Being unstable financially and self-development are the usual concerns these professionals raise as grounds for not lasting with an organization (Ong et al., 2019). Nurses who are considering leaving the organization do so only as a final choice. The organization will suffer a variety of negative repercussions, such as decreased nurse productivity owing to turnover. An increase in the organization costs due to a lack of nursing care. Nurses' intentions to leave have been found to be influenced by a number of personal and

organizational factors. Individual-related variables included age, gender, and employment tenure (Labrague et al., 2018). With approximately 90 percent of Filipino nurses working abroad, the Philippines is the world's greatest exporter. The Philippines' huge shortage of nurses is a national issue. Patients are suffering as a result of shortfall, since the healthcare profession is unprepared to fulfil their medical needs. Nurse shortages are caused by a multitude of circumstances in each country resulting in a decline in healthcare quality (Littlejohn et al., 2012).

Nacpil and Lacap (2018) stated that employees in an organization form opinions on a variety of topics. They are likely to have opinions on their pay, potential promotions, bosses or supervisors, benefits, and so on. Rofiqi et al., (2019) define organizational commitment as a psychological relationship between employees and the organization in which there is a small chance that they will leave freely. As a result, there are several factors that influence nurse commitment at work. Each of which is a contributing factor that either encourages or discourages staff from leaving their jobs. Furthermore, many people have chosen to seek a greener pasture by working from abroad. In Pakistan, Several empirical studies on registered nurses turnover intentions have been undertaken, but they have all been conducted in a western society. This study bridged the gap by looking into previously unexplored interactions in the healthcare industry, notably at the level of nurses (Rafiq et al., 2020). This present research will shed the light to bring about beneficial societal change in the nursing community. Which will gain a deeper awareness of the relationship between employees' organizational affective, continuance, normative commitment, and turnover intentions are all important factors to consider.

Objective

The objectives of this study were to identify the following: (1) Organizational Commitment of nurses in terms of affective, continuance and normative commitment (2) factor of nurses' turnover intention (3) significant relationship between the organizational commitment and turnover intentions among nurses.

Hypothesis

There is no significant relationship between organizational commitment and turnover intentions among nurses.

METHODS

Research Design

A workforce with high degrees of organizational commitment (desire, cost, and obligation) may lower turnover costs while increasing productivity through higher discretionary effort and decreased intent to turnover (Carnevale & Smith, 2017). The descriptive correlational research design was used in this study. The goal of this design is to describe the statistical relationship between two or more variables (Creswell, 2002). A correlational approach is most suited for our study since we analyzed the relationship between three independent organizational commitment factors and Turnover intentions as a dependent variable. Mackey and Gass (2016) discovered when investigating the link between two or more factors and forecasting the strength or weakness of their connection, the correlational technique is preferable.

Procedure

Respondents: This study took place in one of the government primary hospitals located in Taguig. A Level 1 Local Government Unit (LGU) institution by a purposive sampling method. The Raosoft database is a highly reliable, time-tested platform with great data integrity and security. It showed that out of the identified 100 total population of nurses in different departmental units in a Selected Hospitals in Taguig, the projected target population would be 80 people, with 95% confidence level and with 5% margin of error. Individuals in this study must be (a) registered nurses, (b) working in Selected Hospital in Taguig, (c) with a minimum working term of 6 months, and (d) given permission to actively engage in the study. The questionnaires are distributed through Google form. The anticipated target demographic were reached via social media platforms such as Facebook Messenger. An online survey is a rapid and trustworthy way to collect quantitative data (Vu & Hoffmann, 2011).

Instruments: This study included two dimensions, specifically organizational commitment and turnover intention. The questionnaires used in this study were all authorized. First, the Three-components model (TCM) employee commitment survey. The study used Meyer and Allen's (2004) revised TCM Employee Commitment Survey to gather information for Affective commitment, continuous commitment, and normative commitment are the three types of commitment. The questionnaire is an 18 item scale, 6 items for each three types of organizational commitment (Meyer & Allen, 2004). It uses a 7-point Likert scale which ranges from 1 (strongly disagree) to 7 (strongly agree). Reverse scoring was done for negative statements. These are referred to as "reverse-keyed" items (identified by "R" after the statement) and are included to encourage respondents to think about each statement carefully rather than mindlessly adapting a pattern of agreeing or disagreeing with the statements (Meyer & Allen, 2004). The author provide permission to utilize the TCM Employee Commitment Survey. The OCQ showed a high internal consistency, with a statistical value of 0.82-0.91 (Cronbach's α) as previously reported (Lee et al., 2011). The Cronbach's α coefficient for the entire instrument was 0.91. Cronbach's α for the three (3) OCQ dimensions ranged from 0.89 to 0.92 (Labrague et al., 2018). Second, the Turnover Intention Scale was employed in this study to assess people' turnover intentions, which is an employee's desire to quit a firm. The initial version of the turnover intention scale, developed by Roodt (2004), had 14 items and was measured using a 5-point Likert scale (Martin & Roodt, 2008). Later, Bothma and Roodt (2013) published a

shortened version of the scale, known as TIS-6, which included six items from the 15-item scale (Bothma & Roodt, 2013), which elicit nurses' intent to quit or vacate their current job because their efforts are not valued. The six-item version served as a guide for this research. Permission to use the TIS-6 was granted by the author. It is easy to score the TIS-6. Merely add the item scores to get a total score. The midpoint of the scale is 18 (3 x 6). If the total score is below 18 then it indicates a desire to stay. If the scores are above 18 it indicates a desire to leave the organization. The minimum a person can get is 6 (6 x 1) and the maximum is 30 (5 x 6). No item scores need to be reflected (reverse scored). The respondents will complete the questionnaires by relating the extent of their agreement on each TIS item using Rating Scales which range from 1 (Never) to 5 (Always) that best applies to their feelings. The Cronbach's α of the TIS was 0.92 as reported by Lee et al., 2011. The Cronbach's α was 0.88. (Labrague et al., 2018)

Ethical Consideration

Govil (2013) describes that the main goal of developing an ethical code of conduct is to force a researcher to respect the dignity and privacy of those who are the objects of research. One of the most major aspects in research, as well as in the organization in which the study will be done, is ethics. The researcher obtained the necessary permission from the primary government hospitals in Taguig. Prior to the dissemination of the questionnaire, the researchers reviewed how privacy and confidentiality issues are addressed. Every respondent grants the researcher permission to demonstrate their willingness to participate in the study. Researchers performed a study while the world was facing a pandemic; investigators act to ensure compliance to the rules that are prohibited in order to keep each other safe. As a result, a Google form was utilized to create a questionnaire and survey and will be distributed across social media sites such as Facebook Messenger. All information gathered by the researchers from the respondents will be kept confidential and safe.

Treatment of Data

The results were processed through the use of Statistical Package for the Social Sciences (SPSS) Software version 23 and the data that will be collected will be presented with the use of appropriate tables with interpretations. To seek answers on the three components of Employee organizational commitment and turnover intentions. Descriptive statistical tools such as mean and standard deviation will be used to represent the response of the subjects and Pearson r correlation were used to identify correlations between selected variables.

RESULTS and DISCUSSION

The study enlisted the help of eighty (81) registered nurses from Selected Hospital in Taguig. From March 14 to March 25, 2022, data was collected utilizing online survey forms.

Organizational Commitment of Nurses in a Selected Hospital in Taguig City Affective Commitment

Table 1 discloses the Organizational Commitment of Nurses in a Selected Hospital in Taguig in terms of Affective Commitment

Table 1
Organizational Commitment of the respondents
in terms of Affective Commitment Scale

Indicators	SD	M	VI	Ranked
I would be very happy to spend the rest of my career with this organization.	1.44	4.88	SA	5
I really feel as if this organization's problems are my own.	1.55	4.01	U	6
I do not feel a strong sense of "belonging" to my organization.*	1.39	5.27	SLA	3
I do not feel "emotionally attached" to this organization.*	1.45	5.00	SLA	4
I do not feel like "part of the family" at my organization.*	1.48	5.44	A	1 (2)

This organization has a great deal of personal meaning for me.	1.18	5.44	A	1
Composite	1.41	5.01	SLA	

**Reverse Scoring*

Legend: 6.16 – 7.00 – Strongly Agree (STA); 5.30 – 6.15 – Agree (A); 4.44 – 5.29 – Slightly Agree (SLA); 3.58 – 4.43 – Undecided (U); 2.72 – 3.57 – Slightly Disagree (SLD); 1.86 – 2.71 – Disagree (D); 1.00 – 1.85 – Strongly Disagree (STD); SD – Standard Deviation; M – Mean; VI – Verbal Interpretation

Table 1 is determined using the descriptive equivalent of standard deviation and mean. It was discovered that the majority of nurses agreed on both "I feel like part of the family at my organization" (SD - 1.48, Mean - 5.44) and "this organization has a great deal of personal meaning for me" (SD - 1.48, Mean - 5.44) are the fifth and sixth indicators, respectively (SD - 1.18, Mean - 5.44). However, the second indicator, "I really feel as if these organizations' problems are my own" (SD - 1.55, Mean - 4.01) yielded an undecided description equivalent. It can be seen that after calculating the composite indicators, nurses descriptively slightly agree on organizational commitment in terms of affective commitment scaling.

It is highlighted that the sense of belongingness of one's individual is one of the significant factors of staying in an institution or organization. Thus, this proves that Ryan & Deci (2019) self-determination and motivation is an evident factor that drives individuals to perform their duty or designated task. However, the previous argument also strengthens the significant findings of the research as it speaks on continuance commitment, as the individual finds their belongingness or identity in the community or institution they also build a nature of attachment which resonates to the staying and not leaving no matter how they wanted to.

Continuance commitment

Table 2 discloses the Organizational Commitment of Nurses in a Selected Hospital in Taguig in terms of Continuance Commitment

Table 2
Organizational Commitment of the respondents
in terms of Continuance Commitment Scale

Indicators	SD	M	VI	Ranked
Right now, staying with my organization is a matter of necessity as much as desire.	1.59	4.83	SA	2
It would be very hard for me to leave my organization right now, even if I wanted to.	1.59	5.01	SA	1
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1.60	4.00	U	4
I feel that I have too few options to consider leaving this organization.	1.73	4.06	U	6
If I had not already put so much of myself into this organization, I might consider working elsewhere.	1.58	4.33	U	3
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1.64	4.00	U	4 (5)
Composite	1.62	4.37	U	

Legend: 6.16 – 7.00 – Strongly Agree (STA); 5.30 – 6.15 – Agree (A); 4.44 – 5.29 – Slightly Agree (SLA); 3.58 – 4.43 – Undecided (U); 2.72 – 3.57 – Slightly Disagree (SLD); 1.86 – 2.71 – Disagree (D); 1.00 – 1.85 – Strongly Disagree (STD); SD – Standard Deviation; M – Mean; VI – Verbal Interpretation

Table 2 shows that nurses are slightly in agreement on both the first (SD - 1.59, Mean - 4.83) "right now, staying with

my organization is a matter of necessity as much as desire." and the second indicator (SD - 1.59, Mean - 5.01) "it would be very hard for me to leave my organization right now, even if I wanted to". However, most of the nurses were descriptively undecided on the remaining four indicators, with the lowest ranked on the fourth indicator (SD- 1.73, Mean - 4.06) stating, "I feel that I have too few options to consider leaving this organization. It relatively shows that in terms of continuance commitment on the organization nurses are undecided.

Normative Commitment

Table 3 discloses the Organizational Commitment of Nurses in a Selected Hospital in Taguig in terms of Normative Commitment

Table 3
Organizational Commitment of the respondents
in terms of Normative Commitment Scale

Indicators	SD	M	VI	Ranked
I do not feel any obligation to remain with my current employer.*	1.53	4.64	SA	5
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1.41	4.85	SA	4
I would feel guilty if I left my organization now.	1.83	4.28	U	6
This organization deserves my loyalty.	1.40	5.23	SA	2
I would not leave my organization right now because I have a sense of obligation to the people in it.	1.44	5.20	SA	3
I owe a great deal to my organization.	1.30	5.37	A	1
Composite	1.48	4.93	SA	

**Reverse Scoring*

Legend: 6.16 – 7.00 – Strongly Agree (STA); 5.30 – 6.15 – Agree (A); 4.44 – 5.29 – Slightly Agree (SLA); 3.58 – 4.43 – Undecided (U); 2.72 – 3.57 – Slightly Disagree (SLD); 1.86 – 2.71 – Disagree (D); 1.00 – 1.85 – Strongly Disagree (STD); SD – Standard Deviation; M – Mean; VI – Verbal Interpretation

Table 3 shows that nurses agreed (SD-1.30 Mean - 5.37) on the 6th indicator "I owe a great deal to my organization". Followed by the 4th indicator (SD-1.40, Mean – 5.23), "this organization deserves my loyalty" with the descriptive equivalent of slightly agree. However, Nurses are undecided (SD=1.83, Mean – 4.28) on "I would feel guilty if I left my organization now". Their composite with the indicators on the normative commitment scale was slightly agree.

Alongside with this, the normative commitment scale of this study shows that the participants felt that owe something to the institution or organization they are belong which correlates in the study conducted by Bonds (2017) which argument is that normative commitment of the employees has a significant effect on their turnover intention whether positive or negative.

Table 4 presents the summary of Organizational Commitment of Nurses in a Selected Hospital in Taguig.

Table 4
Summary of Organizational Commitment of Nurses
in a Selected Hospital in Taguig

Indicators	SD	M	VI
Affective Commitment Scale	1.41	5.01	Slightly Agree
Continuance Commitment Scale	1.62	4.37	Undecided
Normative Commitment Scale	1.48	4.93	Slightly Agree

Legend: *SD* – Standard Deviation; *M* – Mean; *VI* – Verbal Interpretation

Overall, table 4 shows that in terms of normative commitment scale (Mean - 4.93) and affective commitment scale (Mean - 5.01), nurses in selected hospital in Taguig are slightly in agreement on organizational commitment. In terms of the continuing commitment scale (Mean - 4.37), they are still undecided.

Furthermore, organizational commitment is a critical component that determines nurses' accomplishment, capability, and impacts organizational success. In this study, nurses recognize the affective commitment scale, with higher scores. This shows that the nurses value the organization and the work they conduct. According to Hee and Kyung (2016), work satisfaction is an essential element in affecting the prevalence of turnover intentions. Low staff turnover is linked to high work satisfaction. Likewise, additional research shows that job satisfaction has a negative and substantial influence on turnover, implying that the better a person's job fulfillment, the less desire to leave employment.

Factors Contributing to the Turnover Intentions of Nurses in a Selected District Hospital

Table 5 discloses the Turnover Intention Scale of Nurses in a Selected Hospital in Taguig.

Table 5
Turnover Intention Scale of the respondents in a Selected Hospital in Taguig

Indicators	SD	M	VI
How often have you considered leaving your job?	0.90	2.72	S
How satisfying is your job in fulfilling your personal needs?	0.69	3.78	O
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	0.86	2.90	S
How often do you dream about getting another job that will better suit your personal needs?	1.01	3.16	S
How likely are you to accept another job at the same compensation level should it be offered to you? I often think about quitting.	0.96	2.67	S
How often do you look forward to another day at work?	1.05	3.80	O
Composite	0.91	3.17	S

Legend: 4.21 – 5.00 – Always (A); 3.41 – 4.20 – Often (O); 2.61 – 3.40 – Sometimes (S); 1.81 – 2.60 – Rarely (R); 1.00 – 1.80 – Never (N); *SD* – Standard Deviation; *M* – Mean; *VI* – Verbal Interpretation

Table 5 shows that nurses in a selected hospital in Taguig, are often (Mean - 3.80) look forward to another day at work, they are satisfied (Mean - 3.78) regarding their job in fulfilling personal needs. However, sometimes they consider leaving their job (Mean - 2.72) and become frustrated when not given the opportunity at work to achieve their personal work-related goals (Mean - 2.90). Furthermore, they are neutral in getting another job that will better suit their needs (Mean - 3.16) and accepting another job with the same compensation level or thinking of quitting their job (Mean - 2.67). It relatively shows a sometimes on the composite indicators. Which are very useful in elaborating factors affecting turnover of nurses.

Significant Relationship between the Organizational Commitment and Turnover Intentions of Nurses

Table 6 Illustrates the Significant Relationship of Organizational Commitment and Turnover Intentions of Nurses in a Selected Hospital in Taguig.

Table 6
Significant Relationship of Organizational Commitment and Turnover Intentions of Nurses in a Selected Hospital in Taguig

		ACS	CCS	NCS	TIS
ACS	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	81			

CCS	Pearson Correlation	.223*	1		
	Sig. (2-tailed)	.045			
	N	81	81		
NCS	Pearson Correlation	.558**	.140	1	
	Sig. (2-tailed)	.000	.211		
	N	81	81	81	
TIS	Pearson Correlation	-.294**	.176	-.410**	1
	Sig. (2-tailed)	.008	.117	.000	
	N	81	81	81	81

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Legend: ACS – Affective Commitment Scale; CCS – Continuance Commitment Scale; NCS – Normative Commitment Scale; TIS – Turnover Intention Scale

Table 6 Illustrates the Significant Relationship of Organizational Commitment and Turnover Intentions of Nurses in a Selected Hospital in Taguig. The result of the Pearson product correlation of Affective Commitment Scale and Continuance Commitment Scale was found to be weak positive and statistically significant ($r=.223$; $p=.045$); and for Affective Commitment Scale and Normative Commitment Scale was found to be moderately positive and statistically significant ($r=.558$; $p=.000$).

The result of the Pearson product correlation of Normative Commitment Scale and Turnover Intention Scale was found to be moderately inversely correlated ($r=-.410$; $p=.000$); Affective Commitment Scale and Turnover Intention Scale was found to be weak and inversely correlated ($r=-.294$; $p=.008$).

However, the result of the Pearson product correlation of Continuance Commitment Scale and Normative Commitment Scale was found to be statistically not significant ($r=.140$; $p=.211$); while Continuance Commitment Scale and Turnover Intention Scale was found to be statistically not significant ($r=.176$; $p=.117$)

		Organizational Commitment	Turnover Intention
Organizational Commitment	Pearson Correlation Sig. (2-tailed) N	1 81	
Turnover Intention	Pearson Correlation Sig. (2-tailed) N	-.248* 0.26 81	1 81

*Correlation is significant at the 0.05 level (2-tailed)

The result of the Pearson product correlation of Organization Commitment and Turnover Intention Scale was found to be negatively weak and statistically significant ($r=.248$; $p=.026$). An inverse correlation ($r=.248$; $p=.026$) was found between organizational commitment and turnover intention. Higher organizational commitment among nurses in a district Hospital is associated with a lower desire to leave the organization.

When nurses are satisfied, they are more likely to be at ease and comfortable in their jobs, and they are less likely to leave the organization (Asri and Subyantoro, 2017). According to the findings, at a Selected Hospital in Taguig, there was a negative and significant relationship between organizational commitment and work satisfaction at the same time on nurse turnover intentions. These data show that organizational commitment and work satisfaction both have an impact on nurse turnover intentions. Furthermore, when nurses have a high level of dedication and are content with their jobs, they are less

likely to quit the hospital. Higher organizational commitment is associated with a lower desire to leave the organization. This seemed to imply that extremely committed nurses are often pleased and content with their professions. And would like to continue in their professions for a longer period of time. Organizational commitment in nurses may be developed to enhance nurses' working practices by improving staffing levels, improving hospital resources, giving appropriate patient-nurse ratios, providing professional growth, and establishing open forums for staff-administration collaboration. Integrating nurses with one another can boost organizational commitment in nurses.

Furthermore, strengthening work environments by providing a balanced staff ratio, reinforcing hospital systems, promoting professional advancement, and integrating nurses with one another can boost organizational commitment in nurses.

CONCLUSIONS

One of the earliest studies ascertaining the extent of and factors of commitment and turnover to nurses are satisfaction on their job. Nurse turnover has a detrimental influence on the ability to satisfy its demands and deliver high-quality care, and greater workloads may put further stress. The significance of the relationships and acceptance of hypotheses is being done with the help of Pearson and TCM to name a few. Based on previous literature and studies, self-determination and motivation that provides leaders with an evidence-based strategy for effectively motivating employees, will ensure greater retention and commitment to the organization.

One of the researcher's objectives is to supplement previous study on the rising literature on organizational commitment and turnover intention among nurses in the Philippines. According to the findings of this study, nurses were moderately devoted or marginally agreed to the organization, in addition to Affective Commitment and Normative Commitment. In contrast, the Continuance commitment was undecided whether or not to leave their organization. The results indicated a significant and negative correlation between affective commitment and turnover intention and have significant and positive correlations between continuance commitment and normative commitment and turnover intention. However, although the regression coefficient for continuance commitment and normative commitment were negative implies that the expectations are that as continuance commitment and normative commitment increase, turnover intention decreases. The results of this study led to an open mind regarding the relationship between affective commitment (e.g. emotional commitment) and turnover intention of nurses in the healthcare industry and an interest in further investigating other factors that may contribute to this relationship. Furthermore, nurses' organizational commitment correlated inversely with turnover intention among Nurses in a Selected Hospital in Taguig City.

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