Assessment of Work Environment and Employee's Commitment in College of Nursing (Con-R)

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Abstract: Background: Generating higher levels of employee`s commitment is a critical factor to organizational success. A high level of employee commitment in an organization can have beneficial consequences, resulting in lower absenteeism, higher performance and lower employee turnover. Methods: The study design was a descriptive correlation design. Three tools were used to collect the data: 1- Demographic characteristics questionnaire as age, marital status, family size and income. 2- Meyer and Allen`s(1997)Employees` Commitment questionnaire. It is a likert scale consistent of three domains: affective, continuance and commitment. 3- Employee`s Opinion survey: it examines employee`s opinion about the quality of their environment, this tool is developed by the investigator using the literature and other tools. The validity and reliability of the tools were ensured. Data was collected from a convenience sample of the faculty and administrative staff of the college based on sample size calculation. The participants were aware about the aim of the study. Verbal agreements (consents) were taken before data collection. Data was coded for entry and analysis using SPSS statistical software package version 18. Results: the mean age of the subjects in the sample was 35.53+8.25 years old only 17.5%of the sample had diploma degree and 58.7%had either bachelor or master degree 21.25% had PhD/DN degree. This study has shown that 76.25% employees are highly satisfied and 23.57% are moderate satisfied with their physical working environment. None of the subjects had low commitment score. More than have of the subjects (61.2%) in the sample had high commitment score, and 38.8% of the subjects in the sample had moderate commitment score. There was a statistically significant positive correlation between total work environment score and total employee`s commitment score. Conclusion: There was a statistically significantly positive correlation between the work environment and employee`s commitment. The organization employee responses were positive regarding work environment which affected positively on their commitment.

Keywords: Assessment, work environment, Commitment, Employees, Organization

I. INTRODUCTION

Organization is established and structured to pursue certain goals. The most important of these goals is increased productivity in terms of quality of service delivery. Besides, both employees and employers who interact with one another within an organization are aware that they are pursuing this organizational goal. All the components of the organization should be coordinated and the personnel in particular should enjoy the sense of belonging and co-operation thereby committed towards accomplishing this goal. Working environment surveys are powerful tool for identifying organizational strengths and

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International Journal of Advance Research in Computer Science and Management Studies
Volume 3, Issue 4, April 2015 pg. 147-156

weakness. Working environment surveys are powerful tool for identifying organizational strengths and weakness. The results of these surveys also provide a basis for effective action planning for employee development and organizational change. Cook and Wall, (1980) Aldag and Reschke, (1997) documented that the organizational commitment has strong and positive association with challenge, involvement and trust. Previous research identified that positive working environment can contribute to strong employee motivation Goleman,(2000) and Hay (2000) empowerment, Job satisfaction and commitment Laschinger (2001)

Over the past three decades, impressive research efforts have been devoted to understanding the antecedent of organizational commitment. Organizational commitment is defined as an employee's level of identification and involvement in the organization and employee's loyalty and willingness to contribute to the organization Pareek,(2004). Employee commitment is of great importance; because high levels of commitment lead to several favorable organizational outcomes. Summer (1997) suggests that there is a positive and significant relationship between organizational climate and employee`s commitment.

The benefits of organizational commitment have been well documented in the extant management literature. Committed employees are less likely to develop pattern of tardiness or to be chronically absent from work Angel and Perry, (1981). Employees that are committed are also less likely to leave the organization to explore other opportunities (Allen and Mayer 1996). Organizational commitment has also been shown to positively affect motivation, and job performance (Meyer et al. 2002) There is a general agreement that organizational climate is a multi-dimensional concept, and that a number of typical dimensions could be described. For the purpose of this study, the dimensions of organizational climate examined were organizational design, role clarity, communication, leadership, teamwork, decision making, involvement, quality and technology (Noordine.2010).

Today the organizations are always looking for ways to gain an advantage over their competitors. Successful organizations realize the value of creating a work environment (or climate) that is pleasant, and motivates employees to be committed and effective performers. Research has identified various aspects of an organization's work climate that, if positive, can help retain employees, reduce turnover, and enhance job performance and satisfaction. Laschinger, (2001)

The review of related literature presented an overview of organizational climate and organizational commitment; these studies were conducted in industrial sector, hospitality sector and educational sector. Finding revealed that employees showed commitment in a supportive, cooperative and an energetic climate which leads to employees own satisfaction and commitment Iqbal (2005). Therefore it is assumed that there is a relationship between commitment and working environment. However there were no studies conducted in Saudi Arabia in educational sector so it will be highly informative to study the working environment and the employee's commitment and the relation between them. At the end of this study an action plan to improve the employee's commitment and the work environment in the Colleges of Nursing will be provided as a recommendation for the study, which will fill the gaps in the literature about the kingdom.

The aim of this study was to investigate the relationship between the work environment and the employee's commitment in the College of Nursing: King Saud Bin Abdu El Aziz University for health sciences.

II. THE OBJECTIVES OF THE STUDY WERE TO

1) Explore the employees' opinion about the work environment in the CON-R-KASU-HS.

2) Measure the degree of the employees' commitment in the CON-R -KASU-HS.

3) Assess the correlation between the work environment and the employees ' commitment.

III. PROPOSED SYSTEM

A descriptive cross sectional design was utilized to assess the work environment and employee's commitment. All nursing academic and administrative staff working in the CON-R /KSAU was invited to participate in the survey.

The data for this study was collected from the college of nursing -Riyadh. The college of nursing awards a Bachelor of Science in Nursing (BSN) to two educational streams. Stream 1 for secondary school graduates follow conventional four-year baccalaureate program. Stream II for the holders of Bachelor of Science degrees follow Graduate entry Accelerated Program. Following the completion of the course work, students complete one year of Internship Program.

The nursing college was equipped with all necessary learning resources such as Nursing Skills Labs: (Adult, Maternity, Paediatric, Health Assessment and Fundamental skill Lab), Basic Sciences Labs, Computer Labs, Language Labs, and Library. Also there are students' facilities such as Student Counselling Unit, Primary Health Care Unit and Student activities.

Three data collection questionnaire were used to collect data for the current study namely personal information questionnaire, Meyer &Allen's (1997) Employees Commitment Questionnaire (ECQ) and Employee's Opinion Survey The personal information questionnaire: included information to describe the profile of the subjects in relation to age, marital status, family size and per-capita income, educational qualifications, department, and years of experience in the organization and job title.

Meyer &Allen's (1997) Employees Commitment Questionnaire (ECQ) was used to assess the organizational commitment. Organizational commitment is the level at which an individual identifies and is involved with the organization. The questionnaire was developed by Meyer, Allen, & Smith (1993) and modified by Meyer & Allen (1997).It is a likert type of scale consists of 3 domains each domain has 6 items. These domains are: affective, continuance and commitment. Affective commitment: refers to the degree to which an individual is involved emotionally with his organization. Continuance commitment: refers to the degree to which an individual perceives that she/he has to stay in the organization. Normative commitment: refers to the degree to which an individual feels that she/ he is morally obliged to stay in his organization.

The reliability of this scale was assessed by Abdullah (2011). It was 0.65 and Abdul Karim (2006) used Cronbach alpha coefficient it was 0.61. Responses to each of the 6 items were rated using a 5-point Likert scale: 0 =strongly disagree, 1 =disagree, 2 neutral 3 =agree, 4 =strongly agree. A total score will be computed for this tool and will be classified as the following: (0- 30) Low Commitment (31 - 60) Moderate Commitment and (61- 90) Highly Commitment.

Employee's Opinion Survey which examined employee's opinions about the quality of their work environment and can be used to identify opportunities for workplace improvements. This tool was developed by investigators using the literature and other tools including, 1996 ,Brown, S.P and Leigh, T.W. 1996, Moran &Volkwein, 1992, Koys & DeCotiis, 1991; Ekvall 1983.

The survey composed of: Role clarity(10 items), Organizational design(5 items), Individual job characteristics(5 items) , Co- worker relation(5 items), Work environment(5 items), Direct supervision(5 items), Leadership,(5 items) Communication,(5 items) Team work,(5 items) Decision making,(5 items) Technology,(5 items) Involvement,(5 items) Quality,(5 items).

Content validity of this tool was determined by panel of experts who reviewed this instrument and indicated their agreement with the extent to which the items reflect the employee's opinion about the work environment. Also this tool was distributed to colleagues to evaluate the content in terms of whether it appears to reflect the work environment (face validity). Reliability was assessed by applying this tool twice on 5subjects who excluded from the study. The tool was Iikert type scale, each item is rated using a 5-point Likert scale: 0 = strongly disagree, 1 =disagree, 2 =natural, 3 =agree, 4 =strongly agree.

After obtaining the official approval to conduct the study, a list of all subjects was obtained from human resources department in the college. The investigators obtained the legally informed consent from the subjects. The aim of this study was explained to all potential subjects. Questionnaire was distributed with attached covering letter that included the objectives of the study, procedures and the benefits of the study. The subjects informed that the data will be anonymous and confidential and they have the freedom to withdraw from the study any time. Up on completion the questionnaires the subjects dropped it in a special box that was placed in the college for this purpose.

Data were coded for entry and analysis using SPSS statistical software package version 18. Data were presented using descriptive statistics in the form of frequencies and percentages. Interval and ratio variables will be presented in the form of means and standard deviations, and tested by Student t-test. Whenever the expected values in one or more of cells in a 2x2 tables was less than 5, fisher exact test was used instead. Spearman rank correlation was used to assess the relationship between interval variables. Statistical significance was considered at p-value <0.05.

IV. RESULTS

This study was carried out to assess the relationship between the work environment and employee's commitment in CON-R -KSAU-HS. A descriptive cross sectional design was used to collect data. Eighty faculty members and administrative staff completed the questionnaire

Table I - Personal Characteristics of the Employee in the Sample(n=80)

	No	%
Age		
≥ or 30	25	31.25
31-40	40	50
41-50	10	12.5
51-60	5	6.25
Mean	35.53	
SD	8.25	
Nationality		
Faculty members		
Saudi	0	0
Non Saudi	36	45
Administrative staff		
Saudi	30	37.5
Non Saudi	14	17.5
Marital status		
Married	47	58.8
Single	26	32.5
Divorced	7	8.8
Widow	0.00	0.00

Table one showed the personal characteristics of the employee in the sample. The mean age of the subjects in the sample was 35.53 + 8.25 years old. Half of the sample (50%) had their age ranged between 31- 40 years. Only 18.75% of the sample was older than 50 years old. Hundred percent of the faculty members were non Saudi, while more than two third (68.18 of the administrative staff were Saudi. More than half of the sample (58.8) was married, while none were widow.

Table 2- Educational and Work Experience of the Employee of the Sample (n=80).

	No	%
Educational qualifications		
-Diploma	14	17.5
-Bsc	30	37.5
-Master	19	23.75
-PhD/DN	17	21.25
Department		
-Nursing	25	31.2
-Basic science	11	13.8
-English	5	6.2
-Administrative	39	48.8
Years of experience		
1-10	55	68.75
11-20	14	17.5
21-30	8	10
31-36	3	3.75
Job title (Academic)		
-Professor	4	5.0
-Assistant Professor	11	13.8
-Lecturer	13	16.2
-Teaching assistant	8	10.0
Job title (Administrative)		
-Manager.	4	5.0
-Co-coordinator.	4	5.0
-Administrator supervisor	4	5.0
- Administrator Assistant	32	40.0
Years of working in this organization		
1-2Y.	30	37.5
3-5Y.	22	27.5
6-8Y.	9	11.2
≤8Y.	19	23.8

Table 2 showed the educational and work experience of the employee of the sample. Only 17.5% of the sample had diploma degree. High percent of the sample (58.7%) had either bachelor or master degree. Twenty one point 2 percent had a PhD degree. About half of the sample (48.8%s) was administrative staff. About one third of the faculty members (31.2%) were working in the nursing department. More than two third of the sample have work experience 10 years or less. More than one third had work experience from 1 to 2 years in the organization , 27.5% had 3 to 5 years of experience and 23.5% had more than 8 years of experience this means that the retention rate of employees is satisfied . More than half of the sample (55%) was administrative staff, while 45% were faculty members.

Table 3 - Employee`s Opinion regarding the Working Environment (n=80)

Employee`s opinion	Disagree		Mutual		Agree		Mean	Sd
	N	%	N	%	N	%		
Role clarity	0	0	8	10	72	90	39.35	5.53
Organizational Design	1	1.25	5	6.25	74	92.5	38.95	6.32
Co-worker relation	1	1.25	9	11.25	70	87.5	19.58	3.65
Working environment	0	0	15	18.75	65	81.25	19.63	3.54
Direct supervision	3	3.75	3	3.75	74	92.5	20.99	4.33
Leadership	3	3.75	3	3.75	74	92.5	16.54	3.52
Communication	1	1.25	3	3.75	76	95	24.30	3.93
Teamwork	0	0	9	11.25	71	88.75	15.98	2.58
Decision Making	2	2.5	7	8.75	71	88.75	19.46	3.71
Technology	3	3.75	10	12.5	67	83.75	19.71	4.40
Involvement	5	6.25	33	41.25	42	84	16.40	3.68

Table 3- showed employee`s opinion regarding the working environment. The majority of the sample agreed that they had role clarity, organizational design, direct supervision, leadership, and communication, (90%, 92.5%, 92.5%, 92.5%, and 95% respectively), only 1.25% disagree that there is a coworker relation. Six point twenty five percent disagree that there was an involvement in the organization compared to 84% agreed that there was an involvement in the organization

Table 4- Comparison between Faculty Members and Administrative Staff Regarding Commitment levels Scores

Domains	Academic staff N = 36		Administrative staff N = 44		T	P
	Mean	SD	Mean	SD		
Affective	23.9722	5.59329	23.1364	5.47549	.673	.503
Continues	17.0278	4.94245	21.3182	4.33897	-4.133	0.000
Normative	19.1111	4.42575	19.8182	3.71216	-.777	.439
Total	60.1111	11.35852	64.2727	11.44728	-1.623	.109

Table 4 showed that the administrative staff has high mean values than the academic staff. There were no statistically significant difference between academic staff and administrative staff in their mean score of affective and normative of the Employees Commitment Questionnaire (p = 0.503 and 0.439 respectively, while there was statistically significant difference between academic staff and administrative staff in their mean score of Continues domain of the Employees Commitment Questionnaire (p =0.000)
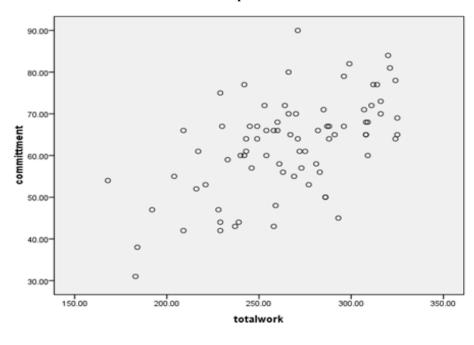
Table 5-Correlation Between Work Environment and Employees` Commitment

Dimensions of working environment	employees` commitment					
	Affective		Continuance		Normative	
	R	P	R	P	R	P
Role clarity	.512**	.000	.288**	.009	.389**	.000
Organizational design	.579**	.000	.169	.134	.341**	.002
Co-worker relation	.412**	.000	.150	.184	.213	.058
Culture	.680**	.000	.290**	.009	.504**	.000
Direct supervision	.536**	.000	.298**	.007	.504**	.000
Leadership	.553**	.000	.199	.007	.423**	.000
Communication	.672**	.000	.133	.241	.319**	.004
Team work	.475**	.000	.039	.728	.190	.09
Decision Making	.681**	.000	.213	.057	.498**	.000
Technology	.308**	.005	.043	.708	.074	.516
Involvement	.554**	.000	-.006	.955	.191	.089

**Correlation is significant at the 0.01 level

Table 5 showed the correlation between work environment and employees` commitment. In terms of correlations between the variables, Affective commitment had significant correlation with all the dimensions of the work environment and continuance commitment had no correlation with the dimensions of work environment except the role clarity and direct supervision had significant correlation with the employee`s commitment in addition, normative commitment had no correlation with co-worker relation, team work and involvement. All other variables show positive correlation between them.

Figure 1- Correlation between Total Work Environment Score and Total Employee`s Commitment Score for all Subjects in the Sample

r=0568   **P=0.000**

Figure 1 showed the correlation between total work environment score and total employee`s commitment score for all subjects in the Sample. There was a statistically significant positive correlation between total work environment score and total employee`s commitment score. The higher the work environment total the more total employee`s commitment score.

V. DISCUSSION

The main objective of this study was to assess the organizational environment and level of employee's commitment at College of Nursing (CON-R). The present study revealed that dimensions of work environment had strong greater influence on employee`s commitment. It showed that the majority 76.25% of the employees strongly agreed that the work environment was positive to perform their responsibilities and 23% of the employees agreed that the work environment is fair and acceptable for them. Findings showed that the employees gave importance to the role clarity and well defined work procedures at work place.

This result was consistent with Monika Mittal and Meenu Rattan (2013) they founded that the clarity in role and recognition of work of employees has been perceived by employees as the most important factor for job satisfaction and also consistent with Kibedi Henry and Kikooma Julius (2012) indicated that There was significant positive correlation between role clarity and perceived employee and organizational commitment this result consistent with the researchers' point of view that the clarity of goals, assignments and paths was associated with greater commitment and they experience more general tension in unclear situation. Another important findings that the employees are aware about the organizational design of the institution and they know about their responsibilities towards the organization from the researcher`s point of view the employees exposed to extensive general and specific orientation according to administrative policies and procedures during this period they know their responsibilities, reporting structure and organizational goals which make the employees comfort and satisfied with the job and is consistent with Casey(2010) that indicates that the organizational structure has been shown to have a direct effect on the level of commitment that the employees show toward their work and position.

The results of the current study showed that 87.5% agreed that they had positive co-worker relationship they felt that their input was valued by their peers and they consult each other when they need support this result consistent with May et al., (2004) relationships in workplace was found to have an impact on meaningfulness, relates to engagement .Thus if the employee is having good relationship with his co-workers, this work engagement is expected to be high moreover Raabe& Beehr,(2003); indicated that Co-worker support, can be tied to organizational commitment.

One of the largest drivers of employee commitment is ongoing direct supervisory feedback as the current study revealed that 92% of the employees were satisfied with their direct supervisor that they received regular feedback, their work are appreciated and the immediate supervisor ensures that their voices are heard, listens to their concerns and responds to them, and passes that feedback to senior management which make them more committed toward their organization. also this study revealed that the employees are committed when their work is considered important and meaningful this consistent with the research study that 92.5% of the employees perceived positive leadership also is consistent with Angle and Perry (1981) posit that proper leadership and motivation influence commitment and would result in organizational effectiveness .In addition Steel (1992) found that employees perception of decision making influence was positively correlated with employees` commitment. However, as the study shows that 82%of employees reported highly affective commitment this indicate that the employees are emotional attachment to the organization and they feel a sense of ownership and 12% are fairly affective committed and 5% are not committed this may could because they have no other choice.

In addition, 58% of the employees reported highly continue commitment this indicates that they want to stay because they need to and it is comfortable to do so. and 31.25% reported fairly committed this indicates that the employees are unsure or undecided as to whether they want to remain in the organization because they do not have other opportunities ,finally 67.5% are highly normative commitment this means that the employees have strong loyalty to the organization and 27.5% neutral

commitment this indicate that the employees are reluctant to commit themselves to indicating whether they stay with the organization out of obligation and 5% are not committed

One of the issues that should be of the main concern of this study that the administrative staff has high mean values than the academic staff regarding the continues commitment this may be explained by the fact that 100 percent of the faculty were none Saudi while only about one third (31.9 percent) were none Saudi. This study could be replicated on a larger scale and extend to other colleges so we can verify these results.

In conclusion the present study revealed that dimensions of work environment had strong greater influence on employee`s commitment. It showed that the majority of the employees strongly agreed that the work environment was positive. Faculty and staff agreed that they had positive co-worker relationship and they felt that their input was valued by their peers and they consult each other when they need support. There was a statistically significantly positive correlation between the work environment and employee`s commitment. The organization employee responses were positive regarding work environment which affected positively on their commitment. The majority of faculty member and administrative staff reported high commitment level to their organization. Commitment is rather a key ingredient for improving quality and productivity, reducing defects, increasing profitability and decreasing costs. Productivity improvement process needs to be driven by top management in order to maximize its effectiveness.

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