



Determining the Relationship between Organizational Commitment and Personality Trait of Nursing Managers (Case Study: Selected Hospitals in Isfahan Province in 2015)

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ABSTRACT

The present study was carried out to explore the relationship between organizational commitment and personality trait of nursing managers in the selected hospitals in Isfahan province in 2015. It is descriptive-correlation from methodological aspect and applicable from objective aspect. The statistical population included nursing managers of the selected hospitals in Isfahan province in 2015. Questionnaire (containing two sections) was tool of data collection which was consisted of 84 questions based on the Likert five-option scale. Cronbach's alpha coefficient was used to calculate reliability of the questionnaire that was obtained equal to 0.903 for managers' personality trait questionnaire and 0.957 for organizational commitment questionnaire. Data analysis was carried out at descriptive and inferential statistics levels via SPSS 21 software. The obtained results disclosed that there is a significant relationship between organizational commitment and personality trait of nursing managers in the selected hospitals in Isfahan province given the correlation coefficient. In choosing nursing managers, components of personality trait such as extraversion, agreeableness, openness to experience, and dutifulness should be considered to enhance job commitment and improve hospital service offering.

Keywords: Organizational Commitment, Personality Trait, Nursing Managers

INTRODUCTION

One of the key terms that is used these days in the organizations is organizational commitment which reflects attitudes of people towards organizational values and purposes. Organizational commitment is an important job and organizational attitude in which many researchers of organizational behavior majors have been interested in recent years. Human resource specialists and academics are interested in exploring organizational commitment, since there is a relationship between organizational commitment and desirable organizational consequences such as decreased absenteeism, reduction of displacement, and improved job performance [1]. Personality trait of people especially managers are among the factors related to organizational commitment. As personality traits of people determine their behavior, it is possible to achieve a framework in order to predict employees' behavior and enhance their organizational commitment by identification of these traits and exploring their relationship with people's commitment. Also, familiarity with people's personality can help the management hire qualified personnel in different posts which enhances organizational commitment as well as efficiency of the organization [2]. Similarly, personality trait of employees especially managers are one of the factors that increase employees' participation in organizational decision makings and organizational commitment [3]. Personality refers to external and observable traits. Thus, personality of each person is defined in the form of its effect on others [4]. Due to complicated circumstances of organizations in modern societies, role of organizations in satisfying people's expectations has definitely become more complex and more important [5]. In this regard, health care organizations have a special status in the society because of the importance of their task for prevention, care and treatment [6]. Offering hospital

services requires working with interest and commitment for the highest efficiency as well as enjoying specialty and skill [7]. Given the important status of nursing managers in hospitals and the role of organizational commitment and managers' personality in performance of the organization, this study explores the relationship between organizational commitment and personality trait of nursing managers in the selected hospitals in Isfahan province in 2015.

Objectives of the study

1. Determining the relationship between organizational commitment and personality trait of nursing managers in the selected hospitals in Isfahan province in 2015
2. Determining degree of organizational commitment of nursing managers in the selected hospitals in Isfahan province in 2015
3. Determining degree of neuroticism of nursing managers in the selected hospitals in Isfahan province in 2015
4. Determining degree of extraversion of nursing managers in the selected hospitals in Isfahan province in 2015
5. Determining degree of openness to experience of nursing managers in the selected hospitals in Isfahan province in 2015
6. Determining degree of agreeableness of nursing managers in the selected hospitals in Isfahan province in 2015
7. Determining degree of dutifulness of nursing managers in the selected hospitals in Isfahan province in 2015

Research questions

1. Is there any relationship between organizational commitment and personality trait of nursing managers in the selected hospitals in Isfahan province in 2015?
2. What is the degree of organizational commitment of nursing managers?
3. What is the degree of neuroticism in nursing managers?
4. What is the degree of extraversion in nursing managers?
5. What is the degree of openness to experience in nursing managers?
6. What is the degree of agreeableness in nursing managers?
7. What is the degree of dutifulness in nursing managers?

Research methodology

The present study is descriptive-correlational from methodological aspect and applicable from objective aspect. Given that the researcher intended to determine the relationship between organizational commitment and personality trait of nursing managers in the selected hospitals in Isfahan province in 2015, the statistical population included three classes of nursing managers (matron, supervisor, and head nurse). The whole number of the statistical population was equal to 72 (N=72) and they were selected randomly. The sample size was equal to 61 based on Cochran formula. The selected hospitals in Isfahan province included Shohadaye Lenjan Hospital, Imam Khomeini Falavarjan hospital, Mohammad Rasoulallah Hospital in Mobarakeh and Shahid Motahari Hospital of Fooladshahr in 2015. The required data was collected via historical study and standardized questionnaire was used to gather data on field studies. The questionnaire contained 84 questions and was based on the Likert five-option scale. The first section included 60 questions that evaluated personality traits of managers and the second section included 24 questions which explored the status of organizational commitment. Cronbach's alpha coefficient was used to calculate reliability of the questionnaire that was obtained equal to 0.903 for managers' personality trait questionnaire and 0.957 for organizational commitment questionnaire. At the inferential statistics level, Kolmogorov-Smirnov test (to test normality), Pearson correlation coefficient, and t-test were employed and data analysis was carried out at descriptive and inferential statistics levels via SPSS 21 software.

Research background

The results of a study that explored the relationship among personality dimensions and organizational commitment via the intermediary role of job satisfaction in the Disciplinary Force of the Islamic Republic of Iran in Shirvan city showed that personality had a positive and direct effect on organizational commitment and job satisfaction [8]. The results of another study entitled exploring the relationship among personality traits and organizational commitment of employees in a police center in Tehran province revealed that there was a positive and significant relationship among five personality traits and organizational commitment of employees. Moreover, personality characteristic of agreeableness had the highest and strongest correlation with employees' organizational commitment [9]. Similarly, exploring the relationship among personality traits, organizational commitment and coping styles of employees in secondary companies of Iran Khodro disclosed that employees who had personality trait of conscientiousness had a higher organizational commitment and employees with high organizational commitment, used problem-oriented coping style in stressful situations [10]. In a survey that aimed to investigate the relationship between personality and organizational commitment in the US, it was shown that there was a positive relationship between extraversion, agreement with affective commitment, normative commitment and continuance commitment. Besides, the relationship between neuroticism and affective commitment was negative [11]. In a survey entitled exploring the

relationship between personality trait and organizational commitment in sellers of the pharmaceutical industry in Egypt, it was demonstrated that extraversion, conscience and compatibility had a positive relationship with affective commitment. The relationship between neuroticism and continuance commitment was negative [12]. In the same vein, exploring the effect of personality traits on organizational commitment, job satisfaction and organizational health of middle managers in India showed that all positive personality traits are effective on organizational commitment, job satisfaction and organizational health [13].

Concept of organizational commitment

The term commitment means to do something, to undertake, to hold and promise to do something [14]. Organizational commitment is positive or negative attitudes of people towards the whole organization (except the job they have). In organizational commitment, the individual has a strong loyalty towards the organization and identifies his/her own organization through it [15]. Organizational commitment is a state where an employee equates him/herself with a special organization and its purposes and wants to still remain its member. High organizational commitment means equation with the organization and gaining identity from it [16].

Concept of personality

The term personality was derived from the Latin root *persona* which was a mask that artists wear on their faces in theater in ancient Greece and Rom. In French, it is equivalent to *persona*. These expressions refer to the fact that personality of each person is a mask that he/she wears to be distinct from others [17]. Personality refers to general characteristics in daily life as well as permanent features during the time which do not change from one situation to another and refer to existential nature of a person. It directs behavior [18]. As a separate concept that its exploring is worthwhile without any relation with other concepts, personality entered psychology via Allport theories. He believed that personality is dynamic psychological-physiological organization of an individual which determines his/her behavior and thoughts [19].

The five factor theory

Maccrae (1949) and Costa (1942) that worked in the Gerontology Research Center, National Institute on Aging in Baltimore, Maryland embarked upon an extensive research plan in which big five factors were determined and was led to NEO questionnaire (Maccrae & Costa, 1987; cited in Schultz, 2008). These five factors are neuroticism (N), extraversion (E), openness to experience (O), agreeableness (A), and conscientiousness (C). These factors were confirmed via different types of evaluation techniques such as self-evaluation questionnaires, objective tests and observers' reports [20]. Each one of these big factors is divided into six subscales. Maccrae and Costa (1992) labeled these five factors as domains and sub-scales of these five factors as facet. By domains, they mean that group of personality variables which are deeper and more fundamental and are highly stable during the time. In contrast, facets are more superficial and variable than domains and may not have genetics and biological bases. Indeed, activation of facets depends on the environment. Maccrae and Costa believed that a corresponding word has necessarily been established for any domain or state that humans can have [21]. Therefore, they collected all existing words about human traits in English dictionary and achieved big five personality factors by multi-phase factor analysis of the words. The factors are 1) neuroticism (nervousness or excitement index), 2) extraversion, 3) openness to experience, 4) agreeableness, and 5) conscientiousness [22].

Neuroticism (nervousness or excitement index)

Costa and Maccrae (1992) illustrate that one of the extensive dimensions of personality is to compare compatibility, emotional stability of the individual, incompatibility and nervousness or neurosis. Having negative feelings such as fear, sorrow, guilt feeling, stimulation, anger, permanent and complete frustration constitute the basis of nervousness scale (N) [23]. This personality factor is correlated negatively with mental and emotional health [24]. Neuroticism facets are: anxiety, angry hostility, depression, self-consciousness, impulsiveness and vulnerability [25].

Extraversion

Extraversion is proposed against introversion and means the individual's readiness to have relation with the external world. Thus, extroverts cope with daily stresses more easily and probably they receive more help when facing with a problem. They experience more positive events and want stimulation and excitement and prefer to take part in parties and social meetings. They are hopeful to the situation and future. Successful marketers in developing and advanced countries are one example of extroverts [26]. Scales of index E show people's interest in developing their industry and work. Extraversion facets are warmth, gregariousness, assertiveness, activity, excitement seeking and positive emotions [25].

Openness to experience

Openness to experience means people's readiness to accept changes of life. Open people are curious about internal experience and the surrounding world and their life is full of experience. They want to enjoy new theories and

uncommon values. People who have high scores in openness to experience have extensive intellectual tendencies and enjoy more intelligence, creativity and initiation [27]. Facets of openness to experience are fantasy, aesthetics, feelings, actions, ideas and values [25].

Agreeableness

This factor shows the type of relationship between the individual and others. Like extraversion, this factor emphasizes inter-personal tendencies. An agreeable person is essentially philanthropic, feels empathy with others and is eager to help them. Moreover, he/she believes that others have the same relation with him/her. They have less inter-personal conflicts and have higher mental health [28]. Facets of this factor are trust, straightforwardness, altruism, compliance, modesty and tender-mindedness [25].

Conscientiousness

This factor refers to individual differences in organizing, doing the tasks, controlling the impulses, and planning to perform tasks. Conscientious people have strong and predetermined purposes and needs. People who have high scores in this scale are meticulous, punctual, trustworthy and accountable; they are efficient socially and are successful in professional and academic grounds [29]. They people are healthier and live more [20]. Conscientiousness facets are competence, order, dutifulness, achievement striving, self-discipline and deliberation [25].

Data analysis

Data analysis was carried out via descriptive statistics methods as well as inferential statistics methods including Kolmogorov-Smirnov test (normality test), Pearson correlation coefficient, and one-variable t-test. To test the hypotheses, first it should be determined whether or not data distribution is normal. This is done through Kolmogorov-Smirnov test. The results are shown in Table 1.

Table 1. Results of Kolmogorov-Smirnov test (comparing the distribution of research variables' score with normal distribution)

Questionnaire	k-s-z	Significance level
Personality traits	0.927	0.356
Organizational commitment	0.880	0.421

According to the results in Table 1, given that value of Kolmogorov-Smirnov test statistic in both questionnaires of personality traits and organizational commitment is between +1.96 and -1.96, the assumption regarding normal distribution is accepted with confidence coefficient 0.95.

Responding to the research questions

1. Is there any relationship between organizational commitment and personality traits of nursing managers in the selected hospitals in Isfahan province in 2015?

Table 2. Correlation coefficient between personality trait sand organizational commitment

	Pearson correlation coefficient (R)	Significance level (P)
Personality traits → organizational commitment	0.419	0.001

According to the results in Table 2, the observed correlation coefficient between personality traits and organizational commitment is significant at level $p < 0.05$. Thus, it can be stated that there is a significant relationship between personality traits and organizational commitment with confidence coefficient 0.95.

2. What is the degree of organizational commitment of nursing managers?

Table 3. Determining the degree of organizational commitment of nursing managers with assumed mean equal to 3

	Standard error of the mean	Standard deviation	Standard error	t
Organizational commitment	3.13	0.350	0.071	4.36

According to the results in Table 3, the observed t about organizational commitment is larger than the assumed mean 3 at error level 0.05. Thus, with confidence coefficient 0.95 it can be stated that degree of organizational commitment of nursing managers in the selected hospitals in Isfahan province is more than the average level and is acceptable.

3. What is the degree of neuroticism of nursing managers?

Table 4. Determining the degree of neuroticism of nursing managers with assumed mean equal to 3

	Mean	Standard deviation	Standard error	t
Neuroticism	1.02	0.231	0.306	1.21

According to the results in Table 4, the observed *t* about neuroticism is smaller than the assumed mean 3 at error level 0.05. Thus, with confidence coefficient 0.95 it can be stated that degree of neuroticism of nursing managers in the selected hospitals in Isfahan province is less than the average level. Given that neuroticism is a negative mental factor, decreasing this factor helps mental health of people and it means mental health of nursing managers in the selected hospitals in Isfahan province.

4. What is the degree of extraversion of nursing managers?

Table 5. Determining the degree of extraversion of nursing managers with assumed mean equal to 3

	Mean	Standard deviation	Standard error	t
Extraversion	3.09	1.01	0.094	3.76

According to the results in Table 5, the observed *t* about extraversion is larger than the assumed mean 3 at error level 0.05. Thus, with confidence coefficient 0.95 it can be stated that degree of extraversion of nursing managers in the selected hospitals in Isfahan province is more than the average level and is acceptable.

5. What is the degree of openness to experience of nursing managers?

Table 6. Determining the degree of openness to experience of nursing managers with assumed mean equal to 3

	Mean	Standard deviation	Standard error	t
Openness to experience	3.17	0.953	0.084	5.21

According to the results in Table 6, the observed *t* about openness to experience is larger than the assumed mean 3 at error level 0.05. Thus, with confidence coefficient 0.95 it can be stated that degree of openness to experience of nursing managers in the selected hospitals in Isfahan province is more than the average level and is acceptable.

6. What is the degree of agreeableness of nursing managers?

Table 7. Determining the degree of agreeableness of nursing managers with assumed mean equal to 3

	Mean	Standard deviation	Standard error	t
Agreeableness	3.33	0.906	0.071	3.85

According to the results in Table 7, the observed *t* about agreeableness is larger than the assumed mean 3 at error level 0.05. Thus, with confidence coefficient 0.95 it can be stated that degree of agreeableness of nursing managers in the selected hospitals in Isfahan province is more than the average level and is acceptable.

7. What is the degree of dutifulness of nursing managers?

Table 8. Determining the degree of dutifulness of nursing managers with assumed mean equal to 3

	Mean	Standard deviation	Standard error	t
Dutifulness	3.58	0.864	0.306	3.01

According to the results in Table 8, the observed *t* about dutifulness is larger than the assumed mean 3 at error level 0.05. Thus, with confidence coefficient 0.95 it can be stated that degree of dutifulness of nursing managers in the selected hospitals in Isfahan province is more than the average level and is acceptable.

DISCUSSION AND CONCLUSION

This study explored the relationship between organizational commitment and personality trait of nursing managers in the selected hospitals in Isfahan province in 2015. To respond the first research question and exploring the relationship between the two variables, correlation coefficient test was employed and the data obtained from correlation test between organizational commitment and personality trait of nursing managers in the selected hospitals in Isfahan province confirmed a positive and significant relationship between the variables. In other words, it can be stated that whatever personality trait indexes are improved and enhanced, organizational commitment of nursing managers is increased. This is consistent with findings of studies done by Abbasi (2013), Shayan et al.

(2014) and Musavi and Majidi (2015) who explored the relationship between personality traits and organizational commitment. Findings of other researchers confirm those of the present study. T-test was used to measure other variables and respond to other questions. Based on the results in Table 3, the observed *t* about organizational commitment is larger than the assumed mean 3. Thus, with confidence coefficient 0.95 it can be stated that organizational commitment of nursing managers in the selected hospitals in Isfahan province is at an acceptable level. Also, evaluation of the level of each factor showed that all research variables (extraversion, openness to experience, agreeableness and dutifulness) are higher than the assumed mean 3 except neuroticism that is negative and if it is decreased, organizational commitment will be increased. This means that personality traits of nursing managers in the selected hospitals in Isfahan province are at an acceptable and standard level. Of course, it is possible to enhance organizational commitment by improving the level of each personality trait given the relationship between organizational commitment and personality traits of managers. The findings of this study are consistent with studies done by Musavi and Majidi (2015), Shayan et al. (2014), Abbasi (2013) and Bahrami et al. (2010) who investigated the relationship between personality traits and organizational commitment of employees.

On the basis of the findings of this study regarding the direct and significant relationship between organizational commitment and personality traits of nursing managers in the selected hospitals in Isfahan province, it seems that organizational commitment of nursing managers can be enhanced via improving their personality traits in the selected hospitals in Isfahan province. Also, given the importance of organizational commitment in organizations as one of the vital factors for human resource growth and excellence and also the necessity of personality traits for human resources, the below suggestions are proposed for future studies:

1. exploring the relationship among personality factors of employees and organizational health
2. assessment and comparison of organizational commitment of nursing managers in public and private hospitals
3. investigating the relationship between organizational commitment and social responsibility of nursing managers

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