



## **The relationship between organizational commitment components and organizational citizenship behavior in nursing staff**

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### **ABSTRACT**

*Organizational commitment has been considered as the most important concept in organizational behavior dimensions and human resources management. In all of the organizations, organizational commitment exerts a positive effect on the staff members' performance. Therefore, the organizations are in need of committed and responsible workforce. The current study has dealt with the survey of the extent the organizational commitment components relate to the organizational citizenship behavior among the nursing staff in Al-Zahra (May God give her best of regards) hospital in 2015. The current study is a descriptive-correlation research and it is an applied research from the objective point of view. The study population includes Al-Zahra (May God give her best of regards) nursing hospital staff in 2015 and they were selected based on an availability method and the total study sample volume reaches to about 130 individuals. To collect the demographic characteristics information there was made use of Allen-Mayer organizational commitment questionnaire and Podsakoff's organizational citizenship behavior questionnaire was also applied. Data analysis was conducted through descriptive statistics includes frequency, mean and percentage and inferential statistics including Mann-Whitney,  $X^2$  and Pierson correlation coefficient by taking advantage of SPSS 20. The results of the present study indicated that there is no significant relationship between affective and normative commitment components and the employees' organizational citizenship behavior. According to the relationship between organizational commitment and nursing staff organizational citizenship behavior staff members should be selected from among the committed and responsible individuals in order for the organizational objectives and goals to be advanced and the managers should set the ground for the staff progress and sublimation.*

**Keywords:** organizational commitment, organizational citizenship behavior, nursing staff.

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### **INTRODUCTION**

Commitment is an important and fundamental construct in psychology and the researchers have made use of such a construct from long ago to assess the individuals' attitude in various environments [12]. Although there are numerous definitions proposed by experts and specialists of the field but there is not much of a disagreement among them regarding organizational commitment [20]. Organizational commitment is the relative degree with which the individual identifies oneself with the organization, participates and gets involved in a certain organization and this degree is measured through three elements of defining identity, job participation and involvement and loyalty to the

organization [6]. There are various studies in respect to the organizational commitment one of the most considerable of which has been conducted by Allen and Mayer [1991] in which the three dimensions of affective, continuance and normative commitment are introduced by them [9]. Affective commitment includes the staff affective attachment to be identified with the organization and get involved in the organizational activities. Continuance commitment includes the commitment which is comprised of the individuals' emotions and feelings regarding the necessity to stay with an organization and normative commitment is based on giving value to an organization and the employee shares the organizational life [27].

The reason why organizational commitment is one of the most important research topics in human resources management during the recent decades is the great effect this subject matter has on efficiency, growth and development in organizations. Therefore, the human resources management have been and are seeking to device methods through which they can be able to survey the current subject matter, clarify its aspects and finally come up with methods for improving organizational commitment in order to be able to take steps in improving their organization as a whole [17]. Organizational commitment as a working trend attitude and an occupational mindset is capable of providing the managers with useful information for planning, organizing, enhancing efficiency, high performance, reducing absenteeism and delay [8]. Organizational commitment is an important index which indicates that whether the human resource management of the staff working in an organization is capable of rearing the psychological bonding between organizational objectives and staff [31]. Therefore, in the today's competitive and changing environment the committed staff members with high job satisfaction are the most significant factor behind the organizational success in every organization. The main priority should be given to the committed and competent staff satisfaction and retention. Failure in actualizing this idea means losing efficiency, lack of growth and losing the business [11]. Also, retaining employees committed to an organization, especially at critical and job cutoff times, is an important necessity for many of the today's organizations [29].

In all of the organizations, organizational commitment influences organizational performance positively. In health-care organizations the increase in the human force commitment and responsibility is twice as important, since it is by the efforts of such organizations that the efficient and active workforces' health and finally the entire society can be guaranteed [1]. In medical and treatment centers the presence of highly qualified and effective nurses is an important issue in managing the treatment problems. Thus, the employment of competent and interested nurses in providing service and retaining them in this difficult and highly responsibility-demanding occupation is a secret for such treatment centers accomplishment. Nurses comprise a great majority of the personnel working in treatment institutions and consequently they are responsible to take care of the patients and their organizational commitment in the hospitals leads to offering professionally favorable services [10]. Therefore, the creation of organizational persistence and sustainability in organizations such as health care service providing institutions is of a great importance because such companies are capable of attracting guiding a limited and scarce number of human assets from the community to provide health care services, due to the same reason the factors effective on such organizations are of great importance [16]. In this regard, one of the main organizational management preconditions in health care institutions is definitely supervising and measuring the staff satisfaction and employees commitment to the organization [32].

In the today's dynamic environment in which jobs are conducted and accomplished more than ever in teams and the environment flexibility finds great importance organizations need employees who exhibit appropriate citizenship behaviors as well [25]. The current world is industrializing with an increasing pace. This issue makes the necessity for innovation, flexibility, productivity and accountability for the organization to strive and accomplish more highlighted. Therefore, the psychologists emphasize that the organizational staff should act beyond their formal tasks and duties. According to the abundant and face-to-face interactions with the clients and the nature of the services offered such a subject finds more importance in service-offering sections. One of the skills that help the staff in this regard is the organizational citizenship behavior [7]. During the recent years, the behaviors and measures taken beyond the vocational and occupational tasks and duties which is termed organizational citizenship behavior has attracted the attention of many of the researchers [23]. Organizational citizenship behavior is a conscious and discretionary individual behavior and although it is not explicitly and directly recognized by the organizational formal rewarding system, but it generally enhances the organization's functions and can influence the organizational performance positively and effectively, especially at the time for the critical conditions [13].

Organizational citizenship behavior finds greater importance in protective and health care organizations and it is regarded as an important professional theme in respect to the nurses. In nursing like the other health care service

professions, the organizational citizenship behavior, in general, and the contributory altruistic behavior, specifically, is connected to the individual's professional identity. Based on the results of the studies performed up to now, the emergence and enhancement of the organizational citizenship behaviors on the treatment personnel part, especially the nurses, can pave the way for offering higher quality services in health-treatment centers, prevent the treatment-health care extra costs from rising and offset the lack of nursing human workforce in hospitals to some extent [14]. Organizational citizenship behavior can be of influence on the nurses' attitude and behaviors and guide their activities towards the hospital objectives accomplishment and eventually it can influence the quality of the services offered to the patients [15]. Based on this, according to the importance of organizational commitment and organizational citizenship behavior both of which are important subject matters the researchers decided to survey the degree to which these two important theme are related to one another among nurses.

## MATERIALS AND METHODS

The current is a descriptive-correlation study. The study population is comprised of the formal or contractual nursing staff (nurse, caregiver, surgery room technician, anesthesia technician) working in Al-Zahra (May Allah give her His best regards) hospital in the city of Isfahan in 2015 which reaches the total number of 200 individuals. The sample volume has been selected based on availability sampling method and according to this method formula the total number of the study sample volume reached 130 individuals. To gather the data required for the present study field study and library research methodologies were taken advantage of. The questionnaires contained demographic characteristics (age, gender, marital status, education level, organizational positions and work history) and Allen-Mayer organizational commitment questionnaire (1991) was also applied which was comprised of 24 questions with three subscales of affective commitment (8 questions), continuance commitment (8 questions) and normative commitment (8 questions). The responses to each of the questions were scored based on Likert's 5-point scale. Therefore, the scores ranged from 8 to 40 in the subscales and the possible and likely scores ranged from 24 to 120 in the general questionnaire. The results of the questionnaire were assessed in the forms of scores ranging from 8 to 18 (low commitment rate), 19 to 29 (intermediate commitment level) and 30 to 40 (high commitment rate). Allen-Mayer questionnaire was first compiled by Allen and Mayer in 1991 and it has been since used in numerous internal and external studies. Regarding Allen-Mayer's organizational commitment questionnaire reliability it has to be mentioned that the organizational commitment validity was found to be equal to 0.87 in 1991 by taking advantage of Cronbach's alpha method, the validity for continuance commitment and normative commitment were also calculated which are reported to be 0.75 and 0.79, respectively. Ebrahimi translated the questionnaire in Iran in 1999 and tested its validity. He calculated the questionnaire's total reliability by the use of Cronbach's alpha method and reported it as equal to 0.81. Podsakoff's organizational citizenship questionnaire also contained 24 questions. The scoring method was based on Likert's 5-point scale from 1 to 5. The possible scores limits in the entire questionnaire was 24 to 120. Scores between 24 and 56 were evaluated as showing a low level, 57 and 88 as intermediate level and 89 and 120 as indicative of a high level. The organizational citizenship behavior questionnaire was designed and compiled by Podsakoff and his colleagues and it was first used by Shekarkan and Noami in Iran. The questionnaire and its dimensions validity have been frequently confirmed in the studies. Regarding the organizational citizenship behavior questionnaire reliability, Podsakoff reported the reliability for the components of the questionnaire to be ranging from 0.70 to 0.84. In the studies undertaken in Iran, Farhangi *et al* (2006) reported the scale reliability as equal to 0.81. The questionnaires were distributed and collected through the observation of ethical criteria and they had been recorded by an ethical code reference no. of 23810403941024, on the 14<sup>th</sup> of January in 2015. The data were throughput to SPSS 20 and they were analyzed by the use of descriptive and inferential statistics (frequency, percentage, mean, standard deviation, and Pierson correlation test, Mann-Whitney U-test).

## RESULTS

The study findings indicated that the highest frequency, 84.6%, belonged to the women nurses. From the perspective of age the study sample volume average age was 34.48 with a standard deviation of 6.42. Most of the nurses were married with the frequency of 67.7%. From the education level point of view, the highest frequency, 83.8%, pertained to the individuals with BA degree. From the perspective of organizational position, most of the study population individuals, 65.4%, were nurses and from the perspective of work history and employment history the average recruitment history was 11.07 with a standard deviation of 6.33 years. Table (1) indicates the organizational commitment and its aspects level is also shown across the study sample volume.

**Table 1: study sample volume description based on the organizational commitment and its aspects levels**

	Low		Intermediate		High		Total		Mean	Std. Deviation
	No.	percent	No.	percent	No.	percent	No.	percent		
Affective commitment	34	26.2	79	60.8	17	13.1	130	100.0	22.12	6.19
Continuance commitment	17	13.1	64	49.2	49	37.7	130	100.0	26.19	6.60
Normative commitment	12	9.2	95	73.1	23	17.7	130	100.0	25.58	5.17
Organizational commitment	12	9.2	98	75.4	20	15.4	130	100.0	73.90	14.23

Findings in table 1 show that the affective commitment mean is  $22.12 \pm 6.19$ , continuance commitment mean is found to be  $26.19 \pm 6.60$ , normative commitment mean is obtained  $25.58 \pm 5.17$ , and generally it can be said that the total organizational commitment in the study sample volume is calculated as equal to  $73.90 \pm 14.23$  and it is evaluated to be in an intermediate level.

**Table 2: study sample volume description based on the organizational citizenship behavior rate**

	Low		Intermediate		High		Total		Mean	Std. Deviation
	No.	percent	No.	percent	No.	percent	No.	percent		
Organizational citizenship behavior	0	0.0	71	54.6	59	45.4	130	100.0	88.69	9.62

Findings in table (2) indicate that the most of the study sample volume, 54.6%, had an intermediate level of organizational citizenship behavior and the mean organizational citizenship behavior level was  $88.69 \pm 9.62$  which is evaluated to be in an intermediate level.

To indicate the relationship between the organizational commitment components and the organizational citizenship behavior the data has been illustrated as in table (23).

**Table 3: the relationship between the organizational commitment components and the organizational citizenship behavior**

Organizational citizenship behavior aspects	Affective commitment		Continuance commitment		Normative commitment		Organizational commitment	
	Correlation coefficient	Significance level	Correlation coefficient	Significance level	Correlation coefficient	Significance level	Correlation coefficient	Significance level
Organizational citizenship behavior	0.166	0.060	0.044	0.623	0.244**	0.005	0.181*	0.040

*\*significant in 5% error level*

Based on the findings presented in table (3) it was determined that among the organizational commitment aspects, the normative commitment aspect has a positive and significant relationship with organizational citizenship behavior ( $r=0.181$ ,  $P=0.05$ ) and it can be stated that generally there is a positive and significant relationship between organizational commitment and organizational citizenship behavior ( $r=0.181$ ,  $P=0.040$ ). Regarding the other aspects of the organizational commitment, to wit affective commitment, continuance commitment and, there was not proved the existence of a significant relationship between organizational citizenship behavior and such components.

**DISCUSSION**

The results obtained by the present study indicated that the organizational commitment and organizational citizenship levels are in an intermediate level among the study sample volume. In a study which was conducted in 2014 by Ghasemyani et al with the title of “the survey of the relationship between the organizational justice and organizational commitment among the staff members in Shari’ati and Vali’asr hospitals” it was indicated that the staff organizational commitment is in an intermediate level. Also, the results of the study performed by Akbari Haghighi et al in 2014 with the title of “the survey of the organizational commitment among the nurses working in Tehran’s medical sciences university hospitals of the choice” showed that the nurses’ organizational commitment is in an intermediate level. But, the study performed by Hadizadeh et al in 2014 under the title of “the survey of the relationship between work life quality and the organizational commitment among the obstetric specialists working in Mashhad’s health and treatment centers and maternity wards associated with medical sciences universities’ training hospitals indicated that in both of the groups the organizational commitment is in a low level and very low level, respectively. Also, in the study performed by Mahdavi et al in 2013 under the title of “the comparison between organizational commitment and intention to leave of the human workforce in Tehran’s hospitals indicated that the

majority of the staff working in the studied hospitals had an intermediate to low level of organizational commitment and the organizational commitment was also found to be in a low level in social security hospitals and it seems that the difference in working conditions and the staff occupational motivation can be effective on the staff members' organizational commitment. Also, among the other results obtained by the present study was that there was found to be a positive and significant relationship between affective commitment, normative commitment and organizational citizenship behavior but there was no significant relationship was figured out between continuance commitment and organizational citizenship behavior. In a study performed by Poorsoltani and Amirji in 2011 with the title of "the relationship between organizational commitment and organizational citizenship behavior among the physical education teachers in the city of Mashhad", the results were suggestive of the idea that if the teachers were in a higher level of organizational commitment their organizational citizenship behavior could be higher and this would eventually lead to an increase in the schools activities effectiveness and efficiency. But, the correlation coefficient results between the organizational commitment components with the organizational citizenship behavior indicated that there is a positive and significant relationship between the teachers' organizational citizenship behavior and affective, normative and continuance commitments which does not correspond with the results obtained by the present study. Also, in the study performed by Ghorbani entitled "the survey of the relationship between organizational commitment and organizational citizenship behavior among the Islamic Azad University, Sarab branch, Mehraban center" in 2013 it was shown that there was a positive and significant relationship between the organizational commitment and organizational citizenship behavior among the staff and there was also observed a positive and significant relationship between organizational commitment components (affective, continuance and normative commitments) and organizational citizenship behavior which is not corresponding with the results obtained by the current study. Rang Sinuategel in 2012, in a study entitled "staff organizational commitment and organizational citizenship behavior among the transportation services staff in the eastern coasts of Thailand industrial estate", evaluated the effects of innovative organizational culture, continuance commitment, normative commitment and organizational bureaucratic commitment in respect to the organizational citizenship behavior. The study highlighted normative commitment as one of the strongest factors having a relationship with staff citizenship behavior but it was shown no significant relationship between continuance commitment and organizational citizenship behavior. In the study performed by Naghavi and Raf'ati in 2012 with the title of "the relationship between organizational commitment and organizational citizenship behavior and the role of organizational culture in adjusting this relationship" the results were reflective of the notion that the organizational commitment exerts a positive and significant effect on organizational citizenship behavior. In fact, the individual having a high level of organizational commitment stays with the organization and accepts its objectives and attempts a lot to accomplish them and even shows devotion and sacrifice and such dedicative and committed behaviors result in organizational citizenship behaviors. The study performed by Esma'eeli *et al* in 2011 with the title of "the survey of the role of personality characteristics, commitment and organizational trust in nurses' organizational citizenship behavior" indicated that organizational commitment plays the most prominent role in predicting the nurses' organizational citizenship behavior variations. Also, the study performed by Fainklestein in 2014, entitled "individual differences in organizational citizenship behavior: organizational commitment distribution and individualism and collectivism in the US" indicated that the affective and normative commitments show a significant relationship with organizational citizenship behavior but there was not figured out any significant relationship between continuance commitment and organizational citizenship behavior.

## CONCLUSION

The current study indicated that there is a positive and significant relationship between organizational commitment components and organizational citizenship behavior and it is in such a manner that with the increase in each of these components the organizational citizenship behavior rate is increased, as well. Therefore, the staff citizenship behavior and organizational commitment should be enhanced by making use of appropriate and effective strategies. So, to augment the organizational performance and achieve and accomplish organizational objectives it is hereby suggested that there should be created a learning and informative environment for the employees because this makes the individuals competent and they will finally come up with a high level of trust and confidence. The organization should care for the individual and collective progress and attainment and provide them with supportive environments. Regarding recruitment, the staff should be selected from the committed and responsible individuals and because the committed and responsible human workforce is of a great value in the organizations the factors contributing to the individuals' commitment level should be identified and there should be thought of preparations and provisions to pave the way and set the ground for the organizational and individual progress and accomplishment.

**Acknowledgement**

We are sincerely thankful to those who helped us in preparing the present article.

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