

## Examining the Relationship between Job Stress and Organizational Commitment among Nurses of Hospitals

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ARTICLE INFO	ABSTRACT
<p><b>Article type:</b> Original Article</p> <hr/> <p><b>Article history:</b> Received: 26-June-2015 Accepted: 17-July-2015</p> <hr/> <p><b>Keywords:</b> Nurse Perception Clinical governance</p>	<p><b>Introduction:</b> Nowadays, the most sustainable competitive advantage of all organizations, such as medical centers, is human capital. One of the most important ways to create a competitive advantage in healthcare centers is reducing job stress among nurses. Studies show that reducing job stress may lead to organizational commitment, which is a vital factor for achieving organizational efficiency.</p> <p><b>Materials and Methods:</b> This descriptive and correlational study was conducted on 120 nurses as sample working in the hospitals of Behbahan. The participants were selected through simple random sampling. The data collection tools were Health and Safety Executives questionnaire (HSE) and organizational commitment questionnaire of Allen and Meyer. Pearson correlation coefficient and multiple regression analysis were performed to analyze the data. P-value less than 0.05 was considered statistically significant. In this study, job stress was considered as the independent variable and organizational commitment as the dependent variable.</p> <p><b>Results:</b> The results showed that there is a significant inverse relationship between job stress and organizational commitment. Moreover, there is a significant inverse relationship between job stress and affective, normative and continuance commitment.</p> <p><b>Conclusion:</b> Taking regression analysis into account, it can be concluded that peer relation is the most powerful predictor of organizational commitment.</p>

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### Introduction

One of the most important motivational issues in any organization, including healthcare centers, is organizational commitment, since having capable and committed human resources can not only reduce absences, delays and displacements but also promote organizational performance, mental freshness of employees, manifestation of ultimate goals of organization and achievement to personal goals. The most common way of dealing with organizational commitment is to take it into account as a kind of emotional attachment to the organization, or as a sense of loyalty to the organization (1).

On the other hand, attention to physical and mental health of employees in an organization is an important issue and is affected by working environment to a great extent. One of the factors influencing physical and mental health of employees is the stress related to the

job and organization environment which is called job stress. Job stress can have a great impact on organizational commitment and consequently, on organizational performance and success. Hence, for achieving the organizational goals, job stress should be managed to lower its adverse effects on employees' commitment and their performance.

In health organizations such as hospitals, attention to the human resources is of great significance. An important part of these resources are nurses, who are often ignored and marginalized in the care systems (2).

Emphasis on efficient human resources in the field of healthcare, and attention to the nursing services, which are responsible for almost half of the hospitalization costs, is increasing (3). Considering the aforementioned variables (organizational commitment and job stress) as two important factors for success of individuals and

organizations, this study addressed the impact of job stress on organizational commitment of nurses.

### *Organizational Commitment*

Porter defined organizational commitment as "the relative degree of identification of individual identity with the organization and his or her participation and involvement in the organization."

Meyer and Allen examined organizational commitment from three aspects as follow:

1. *Affective Commitment*: It includes employees' emotional attachment to the organization, so that the individual identifies with the organization and engages in organizational activities with having positive feeling (5). The employees with strong affective commitment remain in organization because they are willing to do so (15).

2. *Continuance Commitment*: This dimension of commitment is based on giving value to the organization and employees (1). According to this dimension, employees remain in the organization because they need to or have high loyalty to the organization (4).

3. *Normative Commitment*: This type of commitment happens when the employees feel it to be necessary. Employees with strong normative commitment feel they should stay in the organization (5).

Organizational commitment is one of the most important motivational factors, as a result of which an individual finds his identity in the organization, participates in the organizational activities, mingles with it and enjoys its membership. Achieving organizational goals is not possible without internal and constant acceptance, commitment and spontaneous effort of employees (6).

### *Job Stress*

Job stress is known as accumulation of stress factors and job-related stressful conditions. In other words, job-related stress is a type of stress that a certain individual experiences in a certain job (4). Stress is an inevitable part of life which depends on mental pressure and Individual's quality of adaptation to stressful situations that may lead to illness or inversely to a positive experience.

Unlike other harmful factors of working environment, psychological factors, including job stress, are not specific to a particular job and exist in various forms and degrees in all jobs. Giving a person a job which is not compatible with his or her abilities and knowledge or any change in individual's duties can cause stress. Generally, job stress is related to working environment and its associated factors.

### *Research Background*

In a study by Ansari, conducted in an Iranian offshore oil drilling company, it was concluded that there is a significant inverse relationship between job stress and job satisfaction and organizational commitment (7).

In a study performed by Yaghoubi, Mohamadiyan and Javadi, a significant relationship between job stress of managers and intellectual dimension of commitment was observed, while no significant relationship between job stress of managers and normative and affective dimensions of commitment was observed.

Finally, there was no significant relationship between job stress of managers and organizational commitment (8).

Additionally, Jamal (9) found that there is a significant relationship between organizational commitment and job stress. Also in another study "Occupational Stress and Organizational Commitment in Private Banks: A Sri Lankan Experience" was shown that organizational commitment is positively correlated with the components of occupational stress such as organizational factors, job design, management practices, career development and social stressors except physical environment. Further occupational stress is correlated with continuance type of commitment (10).

In other study carried out by Khatibi on organizational commitment, they found that there was a negative significant relationship between job stress and organizational commitment, affective commitment and normative commitment, however it was not found a significant relationship between job stress and continuance commitment. (11).

### **Materials and Methods**

This applied, descriptive and correlational study was performed on 120 nurses who were selected by simple random sampling, from a population sample of 310 nurses, using Cochran's formula. The data collection tools were Health and Safety Executives standard Questionnaire (HSE) and standard questionnaire of organizational commitment of Allen and Meyer. HSE questionnaire, examining job stress, has seven subscales including: demand, control, managerial support, peer support, relation, role and changes. HSE questionnaire has been formulated by the UK Health and Safety Executive. The Cronbach's alpha and split half reliability of the questionnaire were calculated to be 0.78 and 0.65, respectively.

The results demonstrated a strong correlation between HSE questionnaire subscales (0.92, 0.73, 0.75, 0.63, 0.87, 0.85 and 0.22), respectively for the areas of role, relationship, managerial support, peer support, control, demand, and changes. This test has 35 items.

The organizational commitment questionnaire of Allen and Meyer includes three affective, continuance, and normative subscales. In order to measure the reliability of this questionnaire, Cronbach's alpha coefficient was used. Reliability of each subscale of the questionnaire were 0.79 (affective commitment), 0.76 (continuance commitment) and 0.72 (normative commitment). The obtained validity coefficients were acceptable. In both questionnaires, 5-point Likert type was used, which included strongly agree to strongly disagree options. To

analyze the data, Pearson correlation and regression analysis were performed.

### Hypotheses

#### Main Hypothesis:

1. There is a significant relationship between nurses' job stress and organizational commitment.

#### Sub Hypotheses:

2. There is a significant relationship between nurses' job stress and affective commitment.

3. There is a significant relationship between nurses' job stress and continuance commitment.

4. There is a significant relationship between nurses' job stress and normative commitment.

### Data Analysis

According to the obtained results, an inverse significant relationship was observed between nurses' job stress and their affective, continuance and normative commitment.

**Table1: Pearson correlation coefficients between job stress and organizational commitment of nurse**

	Correlation coefficient	Significance level	Number of observes
Organizational	-0.393	0.000	120
Affective	-0.6260	0.000	120
Continuance	-0.365	0.000	120
Normative	-0.202	0.028	120

In this study, multiple regression analysis was used to explain and predict the dependent variable.

The following table represents the results related to the regression impact coefficients of the independent variable (job stress predictors: change, role, relationship, peers, support (manager), control and demand) on the dependent variable (organizational commitment).

**Table2: Model summary**

Model summary				
Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.649	.421	.401	.34274

The predictors, in general, explain about 42% of the variation in organizational commitment. In this model, all the seven dimensions had significant effect on prediction of organizational commitment. These results showed that dimension s4, which is related to "peer dimension", has the most significant role in prediction of organizational commitment and dimension s6, which is pertinent to "role" dimension, has the lowest impact on prediction of change in the dependent variable (organizational commitment).

**Table3. Regression Coefficients of Job Stress Dimensions**

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. error	Beta	T	Sig
Constant	2.895	0.145	-	17.67	.000
Demand	-.118	0.212	.045	-.147	.005
Control	-.122	.173	.104	-3.56	.000
Support (manager)	-.351	.121	.121	.168	.027
Peer	-.763	.167	.603	1.48	.000
Relationship	-.236	.198	.212	.329	.000
Role	-.098	.153	.256	1.49	.027
change	-.336		.217	-2.43	.000

### Discussion and Conclusion

Human capital is one of the most important and valuable assets of organizations. The more committed people are to the organization's values and goals, the more active they will be in the organization and the less tendency they will have to leave the organization and to find new job opportunities. Based on the nature of an organization, employees' loyalty can be effective in its fate and survival. The importance of employees' commitment to an organization will be doubled if this organization deals with human and financial issues, such as hospitals in which nurses deal with human life.

Nowadays, stress among employees is a prevalent issue, and organizations are obliged to come up with plans for stress reduction and management. In this study, we measured reliability of the questionnaires using Chronbach's alpha, which revealed that the two questionnaires were at an acceptable level (over 0.7) (Cronbach's alpha for organizational commitment and job stress questionnaires was 0.86 and 0.79, respectively).

The obtained results of Pearson coefficient confirmed our hypotheses, suggesting a significant inverse relationship between job stress and organizational commitment of Behbahan city's hospital nurses, i.e. as job stress level increases, organizational commitment reduces. Our results are in accordance with the results of the previous studies done by Ansari (7), Jamal (9) Azad (4).

Moreover, considering regression analysis, it was concluded that among the seven job-stress subscales, including: demand, change, control, managerial support, peer support, role ambiguity and relations, the peer support subscale was the strongest predictor of organizational commitment. It suggests that developing good relations with colleagues can have a very positive impact on job commitment. Hospital managers and human resource departments can promote organizational commitment through helping peer nurses develop communities of practice, so that when encountered with work-related problems, colleagues would respectfully listen to each other.

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