

Impact of Organizational Commitment on Intention to Quit Among Psychiatric Nurses: Evidence from Pakistan

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Abstract

Shortage of the nurses is an important issue in the developing and developed countries. The aim of this paper is to determine the impact of organizational commitment on intention to quit among psychiatric nurses. Based on the model of casual turnover this study assessed the direct effect of organizational commitment on nurse's intention to quit. The cross sectional data was collected from three hundred five nurses of psychiatric hospitals in Punjab, Pakistan. Structural equation modeling was applied to achieve the objectives. The results revealed that affective commitment and normative commitment have significant impact while continuous commitment has not significant effect on nurse's intention to quit. So, the commitment of nurse to hospital goals, missions, and values is not enough to predict her intention to quit from job in the hospital. This study recommends that, the government and policy makers should look beyond forces in their internal and external environment, when considering how to reduce employee's turnover intentions. This study recommends that future researchers should examine the impact of work environment on intention to quit though burnout as a unit variable. This study contributes socially and economically.

Keywords: Organizational Commitment, Affective Commitment, Continuance Commitment, Normative Commitment, Intention to Quit

1.1 Introduction

Nurse turnover and turnover intention have received considerable attention worldwide (Stone *et al.* 2003). When nurse staffing is inadequate, especially during nursing shortages, unfavorable clinical outcomes have been documented. Aiken *et al.* (2002) found, in a study of 10,184 staff nurses, that a higher patient: nurse ratio was linked to increased risk of patient mortality. Furthermore, additional patient: nurse ratios increased the odds of nurse burnout by 23% and the odds of job dissatisfaction by 15%. Common reasons for turnover in the USA, Canada, England, Scotland and Germany, included problems in work design and emotional exhaustion (Aiken *et al.* 2001).

The registered nurse shortage that has been ongoing for over a decade and is expected to continue (Ritter, 2011). The US Department of Health and Human Services, Health Resources and Services Administration (HRSA) predicted that a national shortage, which was six percent in 2000 (110,000 nurses), will continue to increase at a relatively constant rate until 2010 when it is expected to reach 12% (275,000 nurses) (Hauck, Griffin, & Fitzpatrick, 2011). It is further anticipated that the nursing shortage will increase to 20% (508,000 nurses) between 2010 and 2015 and reach 29% (800,000 nurses) by the year 2020 (Hauck *et al.* 2011). The nurse shortage is related to declining numbers of nursing graduates, an ageing workforce, and a decline in relative earnings (Hauck *et al.* 2011). Although there are factors contributing to the nursing shortage, an increase in registered nurse turnover is considered a major contributor. According to Hauck *et al.*, (2011) an average turnover rate for nurses in hospitals is 21.3% with critical care nursing turnover at 14.6%. The significance of the nursing shortage is the impact it has on hospitals at the operations level and on patients at the patient care level.

Pakistan is no more different from all over the world which is also facing the problem of the shortage of nurses. The Joint Learning Initiative Report in 2004 and the World Health Report in 2006 show that Pakistan stands at a prominent place among those fifty seven countries which are facing critical workforce deficiencies. This happens due to exporting of nurses to the Gulf countries (Nishtar, 2011). Nurses from Pakistan are quitting from their jobs and are joining Singapore, USA, Malaysia, UK and Gulf countries (Ivković, 2011).

This study is based on examining the relationship of organizational commitment among psychiatric nurses and ultimately the turnover intentions that is, to leave their current job.

There are several causes that contributed to workers' intention to quit. However, this study would only focus on one of the most prominent variables - organizational commitment and its relationship with intention to leave.

1.2 Theoretical Framework

In recent decades, turnover has become a trend in industrial and organization field. In fact, turnover can give negative impacts to the organization. The cost effect is the main problem turnover brings. Organization should spend a lot of money in separation process and replacement (Kreitner & Kinicki, 2010). Some studies showed that in every 10% increasing of turnover rate would cause decreasing of organization outcome (Dolton & Newson, 2003;

Park & Shaw, 2013). It causes organizations to consume more energy in maintaining the stability of the organization input and output (Shaw, 2011). If the occurrence of this the turnover, particularly the voluntary one, is not controlled, the organization will lose its assets and much cost (Pinder, 2008).

Many studies on turnover have been conducted by investigating the turnover and some job related attitude which antecede its occurrence such as turnover intention, commitment, and satisfaction. A meta-analysis study conducted by Tett and Meyer (1993) investigated the relationships of job satisfaction, organizational commitment, turnover intention, and turnover using path analysis based on the meta-analysis finding. They found that commitment as the antecedents of turnover, turnover intention, and withdrawal cognition. However, how much each variable contributed to turnover process limited to the intention/cognition or actual behavior. In relation to turnover behavior, organizational commitment did correlate strongly. And also noted that intention to quit was better predictors of turnover than the other attitudinal variables.

A confirmation finding was found by another meta-analysis study conducted by Griffeth, Hom, and Gaertner (2000). Based on their findings, turnover was predicted more strongly by organizational commitment. In addition, they also confirmed that intention to quit (i.e., turnover intention) was the best predictor of turnover. By separating the turnover behavior and turnover-related attitude such as intention to quit, this study gave a confirmation to the finding of the previous meta-analysis study.

The best predictors of turnover intention are job satisfaction, organizational commitment, professional commitment, and job burnout, according to Barak et al. (2001). In fact, numerous studies of turnover intention have confirmed that it occurs as a result of job satisfaction and organizational commitment (Carayon, Schoepke, Hoonakker, Haims, & Brunette, 2006). The consistent relationships between satisfaction, commitment, and 58 turnover intention strongly support “the inclusion of organizational commitment in the causal process leading to turnover intention” (Bluedorn, 1982a, p. 88). In the past, many studies of organizational commitment associated with turnover intention have been examined. In a meta-analysis of 200 commitment studies, Mathieu and Zajac (1990) supported the prediction of Nowday et al. (1982) that organizational commitment has a negative relationship with turnover intention. Their study also implied that an employee who is committed to an organization is more likely to remain at his or her job. Similarly, in a meta-analysis of 155 studies that included 178 independent samples conducted by Tett and Meyer (1993), the authors found that organizational commitment was a predictor of turnover intention. Johnston et al. (1990) used a longitudinal design and confirmed these results. As discussed above, organizational commitment contains three components: affective, continuance, and normative (Meyer & Allen, 1991). While most studies conducted with affective commitment have shown that the strongest and most consistent relationship with turnover intention (Iverson & Buttigieg, 1999; Meyer & Allen, 1997; Vandenberghe & Tremblay, 2008; Wasti, 2003), researchers have found a significantly negative relationship between continuance commitment and turnover intention (e.g., Chen, Hui, & Seago, 1998; Jaros, Jermier, Koehler, & Sincich, 1993; Meyer et al., 2002; Udo, Guimaraes, & Igbaria, 1997).

Dunham's et al. (1994) whereby they found that normative commitment is positively related to intention to leave while continuance commitment is negatively related to intention to leave. The difference in the findings might be due to sample and setting. It also suggests that there might be a need to refine the measures to suit samples and settings (Labatmediene et al., 2007). Pare and Tremblay (2007) examined the impact of 59 continuance commitment on turnover intention and found that IT professionals are willing to stay with their organization not only due to emotional attachment, but also due to the cost of leaving. Thus, continuance commitment processed as a perceived cost has been shown to correlate more highly than do affective and normative commitments (Dunham, Grube, & Castaneda, 1994; Meyer, Allen, & Gellatly, 1990; Wasti, 2003).

Organizational commitment shows attachment and belief in values of an organization and the desire to stay. Organizational commitment is the degree to which employees identify themselves with their organizations. There are different types of commitments an employee can have. a) Affective commitment; if its strong the employee will stay with the organization because he has emotional attachment with it. b) Continuance Commitment; employee stay with the organization because he will have to bear cost if he leaves it. c) Normative Commitment; employees take it as a responsibility to remain with the organization. It is the individual's psychological attachment and the strength of feeling of responsibility one has towards the mission of his organization A meta-analysis was conducted on three types of commitment and results showed that there is significant difference in these components (Meyer, Stanley, & Topolnytsky, 2002) and organizational commitment is negatively correlated with the turnover intentions (Rasheed, Khawaja, & Rasheed, 2013).

Some studies have found organizational commitment as the predictor of turnover intention. Porter, Steers, Mowday, and Boulian (1974) suggested that organizational commitment was clearly the most important variable in differentiating between the stayers and the leavers. Mueller and Price (1990) explained that voluntary turnover was influenced by economic, psychological, and social determinants. One of the variables mentioned as a factor affecting turnover and turnover intention was organizational commitment. Perryer, Jordan, Firms, and Travaglione (2010) investigated the way organizational commitment (affective and continuance) interacted with organizational in predicting turnover intention. They found that the three variables were negatively related to turnover intention, with affective commitment as the best predictor. A meta-analysis study conducted by Meyer, Stanley, Herscovitch, and Topolnytsky (2002) about the predictors and consequences of commitment also suggested that organizational commitment might negatively affect turnover intention.

Result gives a confirmation to the meta-analysis study of Griffeth et al. (2008) and Perryer et al. (2010) which found that affective commitment showed a higher correlation to turnover intention.

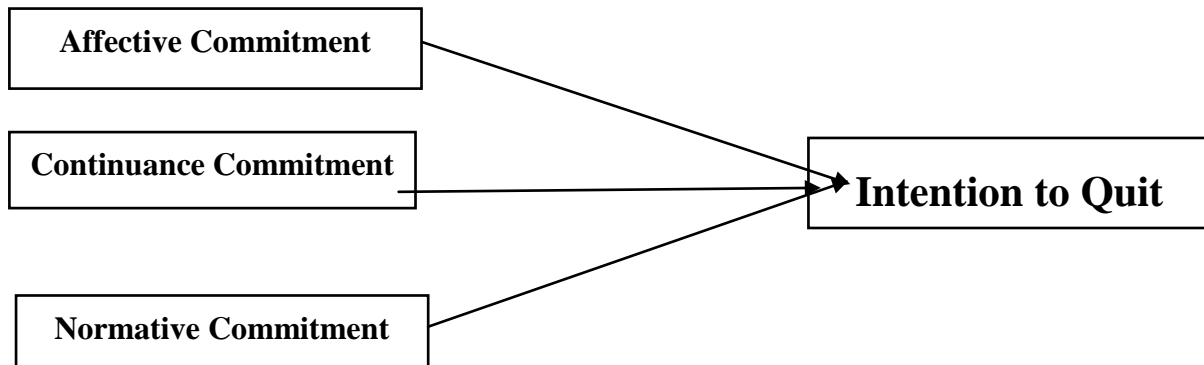


Fig 1.1: framework of the study

1.3 Effect of Organizational Commitment on Intention to Quit

Intent to leave an organization has gained much empirical and theoretical support as an important predictor of turnover (Mobley *et al.*, 1978; Steel and Ovalle, 1984; Tett and Meyer, 1993). In fact, in a meta-analysis, Griffeth *et al.* (2000) showed turnover intentions to be the strongest single predictor of actual voluntary turnover.

Committed employees have been found to be less likely to leave an organization than those who are uncommitted (Angle and Perry, 1981; Porter *et al.*, 1974). Williams and Hazer (1986) also found that organizational commitment is perceived as a better predictor of turnover than other work attitudes, especially job satisfaction. Similarly, Porter *et al.* (1974) found that intention to leave and job search were attributed to a decline in commitment. As such, because affective commitment refers to the employee's emotional attachment, as well as identification with and involvement in the organization, it is likely that committed employees may therefore remain because they wish to maintain their membership in order to facilitate organizational goals (Suliman and Iles, 2000).

DeConinck and Bachmann (2011) investigated the impact of organizational commitment on employees' intention to leave involving marketing managers. It was concluded in this study that higher levels of organizational commitment lead to lower levels of intention to leave among marketing managers. Yet, Maheshwari and Maheshwari (2012) determined the impact of organizational factors, attitude factors and organizational commitment which are responsible for creation of turnover intentions amongst the faculty members. Maheshwari and Maheshwari (2012) hypothesized that Organizational Commitment is negatively associated with turnover intention and found as organizational commitment increases, turnover intention decreases suggesting inverse relationship. Hitherto, Hussain and Asif (2012) investigated the impact of organizational commitment and perceived organizational support on the turnover intention of Telecom employees by hypothesizing construct variable organizational commitment inversely related to turnover intentions. The results supported the hypotheses indicating higher employee organizational commitment; lessen intention to leave behavior (Hussain and Asif 2012). Thus far, Jyoti (2013) measured the impact of organizational

climate on job satisfaction, job commitment and intention to leave applying factor-wise effect of organizational climate and job satisfaction on job commitment and intention to leave. In particular, Jyoti (2013) hypothesized “Organizational climate, job satisfaction and job commitment are inversely related to intention to leave” and apparently study results confirmed the hypotheses. Likely, it is suggested here that, improving organizational commitment among employees reduces likelihood of intention to leave and vice versa. Likewise, employees committed to their jobs feel more committed to stay and, of course, less intent to leave. So far, it is amid fair to conclude, that there exist a relationship between organizational commitment and intention to leave as evidenced by preceding literature; further the relationship is inverse.

1.4 Research Methodology

This part presents the sampling method, measurement of the variable and design of the study.

1.4.1 Sample

The Population for this study was nurses in psychiatric hospitals in Pakistan. The populations for this study include the nurses who work in the psychiatric hospitals which are placed and situated in Punjab province of Pakistan. Moreover, very limited studies have been conducted which has taken psychiatric public hospitals for studying intention to quit. The study distributed self-administered questionnaires with the help of the contact person in each hospital, following the probability simple random sampling technique. The study distributed 600 questionnaires to the nurses and received back 358 questionnaires from the nurses of which 305 found usable for data analysis purpose. The effective response rate was 59% and usable questionnaire was 51%.

1.4.2 Measurement of Organizational Commitment

This paper used to measure the organizational commitment in the present study, a 22-item questionnaire organizational commitment scale will be adapted from Meyer and Allen (1993). The questionnaire seeks information on the organizational commitment of the hospitals from the perspective of nurses working in psychiatric hospitals. The 22 items are based on the three dimensions namely the affective commitment, continuance commitment and normative commitment. All the 22 items are scored on a 5 point Likert Scale with 1= strongly disagree to 5= strongly agree.

1.4.3 Measurement of Intention to Quit

This paper used to measure the intention to quit in the present study, 3-item questionnaire intention to quit adapted from Mobley, Horner and Hollingsworth (1978). The questionnaire seeks information on the intention to quit of the hospitals from the perspective of nurses working in psychiatric hospitals. All the 22 items are scored on a 5 point Likert Scale with 1= strongly disagree to 5= strongly agree.

1.5 Method

This study used structural Equation Modeling (SEM) Path analysis, using PLS path model

assessment to test the inter-relationship among variables. This study adopted two step approach as suggested by Hair et al. (2014) and Hesler et al. (2009) for conducting the analysis.

1.6 Results and discussion

The first step was to assess the measurement of the model for reliability, convergent validity and discriminant validity. This table below shows how discriminant validity was ascertained by comparing the indicator loading with cross loading. Researchers have suggested that the entire indicators should be greater than the cross loading (Hair et al., 2014; Chin, 1998). Table 1.1 compares the indicator loading with other reflective indicators. All the available indicators are greater than the cross loading, this means the requirement of discriminant validity has been achieved.

Table: 1.1

Cross Loading

Variable	Item	ITQ	OCA	OCC	OCN
ITQ	ITQ1	0.876	0.280	0.178	0.202
	ITQ2	0.878	0.132	0.180	0.194
	ITQ3	0.903	0.241	0.190	0.261
OAC	OCA1	0.123	0.760	0.287	0.272
	OCA3	0.241	0.697	0.290	0.176
	OCA5	0.217	0.891	0.356	0.314
	OCA6	0.191	0.897	0.371	0.324
OCC	OCC1	0.137	0.136	0.480	0.160
	OCC2	0.174	0.324	0.850	0.388
	OCC3	0.171	0.329	0.873	0.352
	OCC4	0.163	0.391	0.843	0.324
	OCC5	0.142	0.331	0.714	0.275
OCN	OCN1	0.268	0.348	0.391	0.956
	OCN4	0.171	0.247	0.350	0.893

1.6.1 Convergent Validity of the Measurements

Convergent validity refers to the extent to which items truly represent the intended latent construct and indeed correlate with other measures of the same latent construct (Hair *et al.*, 2006). It is, therefore, confirmed using the items reliability, composite reliability and average variance extracted. This means that if all the items are significantly important in measuring their constructs, composite reliability values are at least 0.7 and the average variance

extracted (AVE) are at least 0.5 then the convergent validity can be confidently confirmed (Bagozzi & Yi, 1988; Hair *et al.*, 2010).

Referring to Table 1.2, the composite reliability value of all the constructs exceeded the cutoff value of 0.7 and all the values of AVEs are more than 0.5. Thus, one can confirm that the measurement, outer, model possesses an adequate level of convergent validity.

Table 1.2 depicts the composite reliability coefficient of the latent construct. The composite reliability of each construct ranged from .76 to .92. This connotes internal consistency of the scale. The composite reliability of all constructs is above the threshold of .70. The composite reliability as shown in the table is higher than average variance extracted and value of average variance extracted is higher than 0.5. These results satisfy the criteria as suggested by (Hair *et al.* 2010) for convergent validity.

Table:1.2

Convergent Validity Analysis

Variables	Item	Loading	AVE	Cronbach alpha	Composite reliability
Intention to quit	ITQ1	0.876	0.784	0.862	0.916
	ITQ2	0.878			
	ITQ3	0.903			
Affective commitment	OCA1	0.760	0.594	0.841	0.877
	OCA3	0.697			
	OCA5	0.891			
	OCA6	0.897			
Continuance commitment	OCC1	0.480	0.587	0.811	0.873
	OCC2	0.850			
	OCC3	0.873			
	OCC4	0.843			
	OCC5	0.714			
Normative commitment	OCN1	0.956	0.855	0.837	0.922
	OCN4	0.893			

Table:1.3

Discriminant Validity Analysis

Variable	ITQ	OCA	OCC	OCN
ITQ	0.886			
OCA	0.247	0.771		
OCC	0.206	0.404	0.766	
OCN	0.247	0.331	0.403	0.925

1.6.2 Assessment of the Inner Model and Hypotheses Testing Procedures

The next step was to test the hypothesized relationships among the constructs. Using the SmartPLS2.0, the hypothesized model was tested by running the PLS Algorithm. The path coefficients were then generated as illustrated in Figure 1.2.

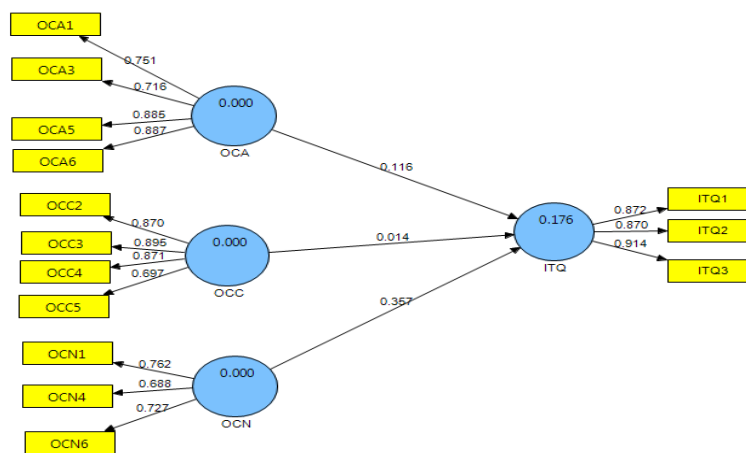


Figure:1.2

PLS Algorithm

According to the finding as shown in table 1.4 the relationship of affective commitment and intention to quit was positive and significant ($\beta=0.118$, $t\text{-value}=1.793$ $p<0.078$). The relationship between normative commitment and intention to quit was positive and significant ($\beta=0.356$, $t\text{-value}=5.457$ $p<0.000$) while the relation between continuance commitment and intention to quit was positive and insignificant ($\beta=0.013$, $t\text{-value}=0.173$ $p<0.125$).

Table 1.4

Result of the Inner Structural Model

H. No	Hypothesis	Path Coefficient	Standard Error	T -Value	P-value	Decision
H1	OCA -> ITQ	0.118	0.055	1.793	0.078	Supported
H2	OCC -> ITQ	0.013	0.056	0.173	0.125	Not supported
H3	OCN -> ITQ	0.356	0.051	5.457	0.000	supported

*: $p<0.1$; **: $P<0.05$; ***: $P<0.01$

The study in hand examined the relationship between organizational commitment and intention to quit among the psychiatric nurses in one of the east province (Punjab) in Pakistan. Finally, the following results achieved. Firstly, the study revealed that present result supported by previous study by (Iverson & Buttigieg, 1999; Meyer & Allen, 1997; Vandenberghe & Tremblay, 2008; Wasti, 2003) affective commitment have shown that the strongest and most consistent relationship with intention to quit and also Dunham's et al. (1994) whereby they found that normative commitment is positively related to intention to quit while continuance commitment is negatively related to intention to quit. Secondly, it is stated that only continuance commitment has the insignificant relationship with intention to quit.

1.7 Conclusion

There is a lack of the studies on psychiatric nurses and Pakistan is facing shortage of the nurses. Nurses are indenting to quit from their jobs to join hospitals in other countries. The aim of this paper is to determine the impact of organizational commitment on intention to quit among psychiatric nurses. The cross sectional data was collected from three hundred five nurses of psychiatric hospitals in Punjab, Pakistan. Structural equation modeling was applied to achieve the objectives. The results revealed that affective commitment and normative commitment have significant impact while continuous commitment has not significant effect on nurse's intention to quit. There are other variables both within and outside hospitals apart from organizational commitment that are predictor of nurse's intention to quit. The implication of this is that, the employees in spite of their commitment to their organizations, they are likely to leave for greener pastures. Hence, the government and policy maker's organizations particularly, Pakistani public hospitals should look beyond forces in their internal and external environment (like work environment, job burnout etc), when considering how to reduce employee's intention to quit.

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