Relationship between Organization Work Climate & Staff Nurses Organizational Commitment.

Shereen Ragab Dorgham

Nursing Services Administration Dept, Faculty of Nursing, Tanta University
d_org_ham7@hotmail.com

Abstract: Commitment is a very important issue in fast growth economies with little or no un- employment. It is important in showing how the organization has to work hard in order to keep their staff or employees committed to the organization . Staff or employees are the assets and the assistants to the organization. The organizational climate or organizational culture is reflected in an organization's objectives which aim to develop its staff or employees by providing them good working environment and condition, assisting and support them in having job satisfaction, and thus these all will enhance commitment among the staff towards the organization. There are many studies results: organizational climate is positive affects to the commitment relationship towards organization. The better organizational climate is, the more organizational commitment. The present study aimed to assess   the relationship between   organizational work climate & the nursing   staff organizational commitment at Tanta Main University Hospital. Ninety respondents participated in the study (65 staff nurses & 25 Head nurses). The data of the study was collected using two separate instruments modified by the researcher, first one assessed organization work climate and the second assessed subjects' organizational commitment. This study proved the positive relationship between organization work climate and organizational commitment among the studied subjects. It revealed the correlation between six dimensions of organization climate and organizational commitment among studied subjects. The study recommended that; organization managements should provide necessary facilities, conducive organizational climate and take actions that cater for the welfare of the workers to improve organizational commitment.

1. Introduction

Organizational commitment in recent years has become an important concept in organizational research and in the understanding of employees' behaviour in the workplace.

It reflects the extent to which employees identify with an organization and are committed to its goals (1). No organization in today's competitive world can perform at peak levels unless each employee is committed to organization's objectives and works as an effective team member. One of the challenges facing modern organization involves maintaining employee commitment in the current working environment (2). However , nurses have reported being unhappy with many factors of the job environment, including : inadequate staffing, heavy workload , increased use of overtime, lack of sufficient support from staff , and inadequacy of their wages (3, 4). Moreover, studies have reported that nurses were more content, and happier with their work if they were committed to the believes, values, and practices in the organization (4-6). Therefore, commitment is a very important issue in fast growth economies with little or no unemployment. It is important in showing how the company has to work hard in order to keep their staff or employees committed to the organization. Staff or employees are the assets and the assistants to the organization (7).

Consequently, managers need to understand the concept of commitment – what it is, how it operates and most importantly, which behaviors are displayed by employees committed to the organization and the factors affecting commitment and the way in which organizations should build employee commitment (4).

Organizational commitment focuses on employees' commitment to the organization. In explaining the significance of organizational commitment, it is the most maturely developed of all the work commitment constructs. As part of their research, **Meyer & Allen (1991)[8]** developed a framework that was designed to measure three different types of organizational commitment: Affective commitment, Continuance commitment, Normative commitment. (a) Affective commitment refers to employees' emotional attachment, identification with, and involvement in the organization. Employees with a strong affective commitment stay with the organization because they *want to*. (b) Continuance commitment refers to employees' assessment of whether the costs of leaving the organization are greater than the costs of staying. Employees who perceive that the costs of leaving the organization are greater than the costs of staying remain because they *need to.* (c) Normative commitment refers to employees' feelings of

obligation to the organization (8 - 12) .

The organizational climate has been identified as a critical link between the members of an organization and the organization itself. **Welsch and LaVan's (1981)** research directly , There are many studies results reported in his study that the organizational climate is positive affects to the commitment relationship towards organization (7). Specifically, many authors found that five organizational climate variables, i.e.: Communication, decision-making, leadership, motivation, and goal setting) were significant predictors of organizational commitment (14 - 17) .

The organizational climate or organizational culture is reflected in an organization's objectives which aim to develop its staff or employees by providing them good working environment and condition, assisting and support them in having job satisfaction, and thus these all will enhance commitment among the staff towards the organization (7, 18, 19).

The commitments of the staff, physically and spiritually are the supporting elements towards the healthy growth of **any** health organizations. Without commitment, there will never be good products and good quality of services and that would therefore lead to bad image and poor outcomes (18, 19) .

This study is important and significant because as a tremendously growing company thatdeals in education business, commitment of the staff is an important element in the growing organization. Furthermore , organizational climate will definitely give an insight on the commitment of staff towards the organization (19- 21).

The significance of this study can be explained as follows:

If the organizational climate and the organizational commitment cannot be differentiatedempirically, perhaps these attitudes should not be treated as distinct concepts. It may be that the staff or employees have global positive or negative concept of thinking that affects the different aspects of their working life, rather than distinctive work attitudes such as the organizational climate and commitment. Organizational climate serves as a measure of individual perceptions or feelings about an organization (20 - 23) .

A relationship between the organizational climate and the organizational commitment help to clarify the concept of the organizational commitment , which has been shown to be a reliable predictor of employee behaviors such as turnover and absenteeism (9, 12). About Organizational Commitment inquiries remain popular. This maintains effort to study Organizational Commitment. Because, there are important relationships with

organizational commitment and a number of organizational phenomena such as absenteeism and tardiness, organizational citizenship behaviors , and, in some cases, performance and productivity .

Overall , businesses will discover that their greatest return will be earned by making strategic investments in their human capital. Organizations that listen to their employees and build a committed workforce will have a distinct competitive advantage. As result, employee commitment to the organization is crucial issue in today's health care market .

However , although organizational commitment continues to interest researchers because of its positive effects on organizations, we know relatively little about the effects of the organization climate on organizational commitment. Moreover, the construct of the organization commitment has received a great deal of attention in the organization psychology literature, most of this attention has been directed towards identifying the consequences of having committed staff or employees. Few studies have sought to evaluate the factors that contribute to forms of commitment (2,4) . As such, we contribute to the organizational commitment field by assessing the effects of organizational work climate on organizational Commitment .

2. Material and Methods
Material
The aim of the study
This study aimed to assess the relationship between organization work climate & staff nurses organizational commitment.
Design:
A Correlation descriptive research design was utilized for this research.
Hypothesis
Is there a positive relationship between organization work climate and the organizational commitment among nursing staff ?
Setting
This study was carried out in the following inpatients units; medical, surgical , operating rooms , emergency room , and I C Us, at Tanta Main University Hospital , it's capacity is 1500 beds .
Subjects
The study subjects encompassed all convenient sample (n=90) full time nursing staff , they involved; Head nurses at the first line (n=25), and staff nurses at front line (n=65) assigned to the previously selected inpatients units who were willing to participate in the study and available in the time of data collection either having diploma (n=50), or baccalaureate degree (n=40). The study subjects were selected to meet the following criteria for inclusion to determine eligibility for this study:

- The study subjects must have occupied the position for at least one year , to be familiar with the hospital system .
- They have the responsibility of carrying out direct and indirect activities for inpatients units.

Tool

Tools of the study consisted of two separate instruments;

First tool;

Assessed organization work climate , which was developed by the researchers after a systematic review of the literature and modified in consideration of previous studies (20 ,22, 24- 27) . It consisted of three questions ; Question number one involved two parts ,   first part for demographic data as (unit , age , marital state , qualification , experience in nursing & in working unit)   , second part   involves the questionnaire which is designed to get subjects' opinions related to six dimensions of organization work climate regarding ;

1.1. Available opportunities in her field (20 items) for; competition with coworkers, acquisition of new skills, participation in training program, promotion, perform tasks , get appreciation, & give opinion --------etc .

1.2. Information in different field (10 items) as ; organizational system , policies, goals , specific plan to the unit , regulation & salaries & incentives --------etc .

1.3.Assistance and support that get from her supervisor & director at her work   (8 items) as ;guidance to solve problem , support in crisis , & suggestions related to work……etc .

1.4. Available facilities; supplies & equipments, rewards & time to perform tasks, included 7 items .

Question number two involved two parts; part one contains statements that show the work situation where subjects work, contained 12 items, while,part two refers to the activities which carried out by supervisors contained 11 items   .

 Responses to each statement are rated using a 5-point Likert scale with anchors labeled:

1 = Never, 2 = rarely, 3 = sometimes, 4= often, 5 = always .

Second tool; involves the questionnaire which is designed to assess subjects' organizational commitment . Developed by (**Meyer & Allen, 1990; Allen & Meyer, 1991**)[8,9] of the OCQ contained 24 items (8 items for each scale), the later version by **Meyer et al.(1993)**[10],and **Meyer&Allen (1997)** [22]only contained 18 items .

The Organizational Commitment Questionnaire (OCQ) is a self-scoring questionnaire.

Responses to each of the 6 items are rated using a 5-point Likert scale with anchors labeled:

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree.

Reversed scoring was used for negative statements (8, 9, 12). The total score for each organization work climate and organization commitment elements was calculated by averaging mean scores of   their subscales .

Both tools submitted to five experts in the different fields of nursing for testing the content and face validity. The experts' responses were represented in four points rating score ranging from (4-1); 4= strongly relevant, 3= relevant, 2= little relevant, and 1= not relevant. Necessary modifications were done, included clarification, omission of certain questions and adding others and simplifying work related words.

Method

Ethical Considerations:

All participants had informed about the aim of the study, the participation was voluntary and their responses would be handled anonymously . A cover letter included a statement of confidentiality as well as instructions for completing a questionnaire.

Method of Data Collection

After the official permission obtained from the hospital responsible authorities, the questionnaire was translated into Arabic and tested by five experts interested in the field of study for its content validity and necessary modifications were done . Cronbach's alpha coefficient was used to test the reliability of the questionnaire items . All items of the questionnaire were shown to have acceptable levels of reliability . Confidentiality was maintained . A pilot study was carried out on 10% of the subjects (n = 10) to check and insure the clarity of the statements and time required to complete the survey therefore , the rewording or rephrasing of the statements was done . After obtaining the subjects' consent , they filled the questionnaire while were working in their work settings . Distribution of questionnaire was conducted by researchers. Filling the questionnaire consumed about 10 – 15 minutes and data collection were completed during the period of one month (June 2011) .

Statistical Analysis:

The data were analyzed using SPSS software using several statistical tests. The background information was analyzed by counting frequencies and percentages. Student t test that is used to test the probability association between head-nurses' and nurses' data .Common statistical classification for correlation coefficient (r-value) was used to obtain relationship between study variables. The two most frequently used levels of significance were 0.05 and 0.01. Tool (1)Internal consistency reliability = 0.9187

Content validity index = 94.333% .Tool (2)Internal consistency reliability =0.9375   ,Content validity index = 93.78%.

After completing the data collection, data was coded, verified, and transferred into a special form to be suitable for computer feeding using SPSS (Statistical Package for Social Science) version 17.0 To utilize for data entry, statistical analysis and presentation of the results. Descriptive measures include means and standard deviations for quantitative variables. Analysis of collected data was done through the use of several statistical tests as: student t test that is used to test the association between two variables. Cronbach's alpha (*) coefficient was calculated to assess the reliability of the questionnaire, alpha coefficient ranged from 0.92 to 0.94. For each test the P value of 0.05 levels was used as the cut off value for statistical significance.

3.Results

Table (1) shows Demographic characteristics of studied sample (staff nurses and head nurses) , in relation to studied nurses age , more than half of the studied nurses (55%) were between 31 to 40

years old and most of them (92%) were married   . sixty two percent of the studied nurses were graduated from technician health institution , as regards the working unit   most of studied nurses are working   in surgical and medical units (28% , 17%) respectively , followed by equal percentages of 18% for each of Intensive Care Unit , Emergency Room and Operating Room . It is found that more than fifty percent (51%) have an experience between 6 to 10 years in nursing profession , while (55%) of them have an experience between 1-5 years in working unit . On the other hand , more than half of the studied nurses (52%) were between 31 to 40 years old and the majority (86%) were married   . Hundred percent of the studied head nurses were graduated from College of Nursing , as regards the working unit most of studied nurses are working   in Intensive Care Unit ,   and medical units (36% , 24%) respectively , followed by 20% in Operating Room , 12% in surgical Unit ,then 8% in   Emergency Room. It is found that high percent (48%) of   studied head nurses have an experience between 1 6 to 20 years in nursing profession , while (40%) of them have an experience between 6-10 years in working unit .

Table (1) Demographic characteristics of studied sample (Staff   & Head Nurses) .

Characteristics	Head nurses No=25		Nurses No=65	
Age	No	%	No	%
≤ 20	0	0	10	15
21-30	5	20	13	20
31-40	13	52	36	55
≥ 41	7	28	6	9
Range	48-26		49- 19	
Mean ± SD	37.08 ± 6.13		30.28 ± 8.05	
Marital status				
Single	2	8	4	6
Married	23	92	56	86
Divorced	0	0	5	8
Qualifications				
Technician secondary Nursing School	0	0	10	15
Diploma Technician Health Institution	0	0	40	62
Bachelor degree	25	100	15	23
Working UNIT				
Medical	6	24	11	17
Surgical	3	12	18	28
ICUs	9	36	12	18
ER	2	8	12	18
OR	5	20	12	18
Experiences in Nursing				
6-10	7	28	16	25
11-15	2	8	33	51
16-20	12	48	10	15
≥ 21	4	16	6	9
Experiences in this Unit				
1-5	6	24	36	55%
6-10	10	40	27	42%
11-15	9	36	2	3%

Analyzing relationship between the outcomes of the factors involved in organization climate and organizational commitment as perceived by studied nurses (nurses & head nurses) revealed that there was a statistical significant correlation ($P \leq 0.01$) with the all factors related to organization climate and organizational commitment (Table 2) .

Table (2): Correlation between Various factors in organizational climate and Organization commitment as perceived by Studied nurses and head nurses .

1.Six dimensions of organization climate	Nurses No.=65		Head nurses No.=25	
	2. Organization Commitment			
	r	P	r	P
1.1.Extent of opportunities provided to them at their work	0.570**	0.000	0.588**	0.002
1.2. The extent of information which they got at different fields	0.569**	0.000	0.642**	0.001
1.3. The extent of support provided to them at their work .	0.578**	0.000	0.632**	0.001
1.4.The degree of availability of facilities to work in their units .	0.533**	0.000	0.628**	0.001
1.5. Their opinion toward work situation in which they were working .	0.582**	0.000	0.603**	0.001
1.6. The degree to which their immediate supervisors carried out each supervision activities .	0.663**	0.000	0.611**	0.001

Table (3): Presents distribution of studied nurses and head nurses according to their perception regarding sex dimensions of their organization work climate **.** It illustrates statistical significant difference ($p \leq 0.05$) in relation to sex elements of organization work climate . Highest mean score (3.5) as perceived by head nurses was regarding the extent of information which they got at different fields followed by (3.4) for the extent of support provided to them at the work . While the highest mean score (3.2) as perceived by staff nurses were regarding both of the following; The extent of information provided to them, & working situations at which they work .

Table (3):   Perception of studied nurses and head nurses regarding *Six dimensions   of organization work climate*

I . organization work climate	Nurses			HN			P
	Mean	+	SD	Mean	+	SD	
The extent of information provided to you	3.2	+	16.86	3.3	+	25.72	0.003*
Extent of information which you got at different fields	3.1	+	6.276	3.5	+	11.47	0.000*
1.3. Extent of support provided to you at the work	2.9	+	6.177	3.4	+	9.721	0.006*
Degree of availability of facilities to work in the unit	2.9	+	5.546	3.3	+	8.619	0.006*
Working situations	3.2	+	9.335	3.3	+	13.5	0.003*
Supervision activities .	2.6	+	8.392	3.2	+	11.97	0.014*

Table (4) shows distribution of the studied nurses and head nurses according to the degree of their commitment toward the hospital they work in it. It illustrates that studied head nurses have organizational commitment toward their hospital higher than studied staff nurses (m = 3.2 , 2.8) respectively . Their commitment were higher regarding the following ; One of the few negative consequences of leaving this organization would be the scarcity of available alternatives , This organization deserves my loyalty , and Too much of my life would be disrupted if I decided I wanted to leave my organization now (m = 3.6) . However , head nurses reported higher percent 75% (m= 3.8) as they do not feel "emotionally attached" to this organization , and 74% (3.7) they do not feel a strong sense of "belonging" to my organization .

Table 5 shows Correlation between Studied subjects' (Nurses and Head Nurses) Demographic and Organizational commitment. It illustrates that there was a statistical significant correlation between studied nurses' demographic characteristics and organizational commitment related to ; working unit , years of experience in both working unit and profession . While there was no statistical significant correlation between educational level and marital status were not exist. Moreover, there was no statistical significant correlation between studied head nurses' demographic characteristics and organizational commitment .

Table (4): Distribution of the studied nurses and head nurses according to the degree of their commitment toward the hospital they work in it.

II. organization Commitment	Nurses No.=65		Head nurses No.=25		P	X^2
	Mean	%	Mean	%		
	2.8	56%	3.5	69%	0.209	1.580
2.1.It would be very hard for me to leave my organization right now, even if I wanted to	2.8	56%	3.4	68%	0.686	0.163
2.2 . I do not feel any obligation to remain with my current employer	3.0	59%	3.5	70%	1.000	0.000
2.3 .I would be very happy to spend the rest of my career with this organization	2.8	56%	3.5	70%	0.292	1.110
2. 4.One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	2.9	58%	3.6	72%	1.000	0.000
2.5 .Even if it were to my advantage, I do not feel it would be right to leave my organization now	2.7	54%	3.3	66%	0.482	0.495
2. 6. I really feel as if this department's problems are my own	2.7	55%	3.3	66%	0.458	0.552
2.7. Right now, staying with my organization is a matter of necessity as much as desire	3.0	61%	3.4	67%	0.912	0.012
2. 8. I do not feel a strong sense of "belonging" to my organization	3.0	60%	3.7	74%	0.174	1.846
2. 9. I feel that I have too few options to consider leaving this organization	2.5	49%	3.5	70%	0.080	3.057
2. 10. I do not feel "emotionally attached" to this organization	2.8	56%	3.8	75%	0.384	0.757
2.11. I would feel guilty if I left my organization now	3.1	62%	3.4	69%	1.000	0.000
2. 12. I do not feel like "part of the family" at my organization	3.1	62%	3.5	70%	1.000	0.000
2. 13. This organization deserves my loyalty	2.6	53%	3.6	72%	0.164	1.939
2. 14. If I had not already put so much of myself into this organization, I might consider working elsewhere	2.6	53%	3.4	69%	0.035	4.455
2. 15. I Would not leave my organization right now because I have a sense of obligation to the people in it	2.5	50%	3.5	70%	0.197	1.667
2.16. This organization has a great deal of personal meaning for me	2.4	49%	3.4	68%	0.069	3.306
2.17. Too much of my life would be disrupted if I decided I wanted to leave my organization now	2.3	46%	3.6	71%	0.005	8.067
2.18. I owe a great deal to my organization	2.4	48%	2.8	55%	0.768	0.087

Table (5): Correlation between Studied subjects' (Nurses and Head Nurses)   Demographic characteristics and Organizational commitment

	Nurses Organization commitment		Head Nurses Organization commitment	
	r	p	r	p
Age	0.019	0.884	0.255	0.219
Marital status	0.033	0.793	0.195	0.351
Work unit	-0.353**	0.004	0.102	0.628
Qualification	0.084	0.504	a	a
Years of experience	0.268*	0.031	0.255	0.219
Years of experience in working unit	-0.300*	0.015	-0.174	0.405

**. Correlation is significant at the 0.01 level (2-tailed).*. Correlation is significant at the 0.05 level (2-tailed).

Table 6 shows correlation between studied nurses' demographic characteristics and their perceptions regard to organization work climate . There was statistical significant correlation between nurses' demographic characteristics for Working unit and their perceptions regard to organization work climate related to the extent of opportunities and information provided to them   and the working situation ($p \leq 0.05$).

Table (6): Correlation between Studied Nurses' Demographic characteristics and their perceptions regarding Organizational Work Climate

Demographic items / Organizational Work Climate	Working unit		age		Marital Status		qualification		Experience in nursing		Experience in Working Unit	
	r	p	r	p	r	p	r	p	r	p	r	p
1.1 The extent of information provided to you	-.250*	.044	.080	.524	.227	.070	.079	.530	.143	.255	.146	.247
1.2.Extent of information which you got at different fields	-.279*	.025	.099	.434	.087	.493	.079	.531	.083	.512	.310*	.012
1.3.Extent of support provided to you at the work	-.139	.270	.020	.875	.065	.609	.082	.517	.108	.392	.198	.114
1.4.Degree of availability of facilities to work in the unit	-.196	.119	.124	.326	.146	.247	.234	.060	.235	.059	.124	.327
1.5. Working situations	-.379**	.002	.033	.795	.110	.385	.182	.146	.255*	.041	.157	.210
1.6. Supervision activities .	-.151	.231	-.004	.974	-.035	.781	-.053	.676	.005	.966	.314*	.011

Table 7 presents correlation between studied Head nurses' demographic characteristics and their perceptions regard to organization work climate . There was no statistical significant correlation between nurses' demographic characteristics and their perceptions regard to organization work climate. (p≤ 0.05) .

Table (7): Correlation between Studied Head Nurses' Demographic characteristics and their perceptions regarding Organizational Work Climate

Demographic items / Organizational Work Climate	Working unit		age		Marital Status		qualification		Experience in nursing		Experience in Working Unit	
	r	p	r	p	r	p	r	p	r	p	r	p
1.2 The extent of information provided to you	0.154	0.463	0.061	0.771	0.040	0.850	-	-	0.105	0.616	.181	.386
1.2.Extent of information which you got at different fields	0.062	0.770	0.148	0.480	0.084	0.688	-	-	0.176	0.401	.252	.224
1.3.Extent of support provided to you at the work	0.163	0.435	0.092	0.663	0.033	0.874	-	-	0.159	0.448	.272	.189
1.4.Degree of availability of facilities to work in the unit	0.123	0.559	0,161	0.442	-0.010	0.963	-	--	0.210	0.315	.288	.163
1.5. Working situations	0.064	0.763	0.066	0.753	-0.068	0.746	-	-	0.181	0.386	.181	.386
1.6. Supervision activities .	-0.025	0.907	0.225	0.280	0.033	0.875	-	-	0.313	0.127	.313	.127

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

4. Discussion

Commitment is difficult to measure using traditional workforce outcomes such as turnover and retention. It is necessary to directly measure the employee's relationship with his or her work and how it is aligned with the organization's mission. Organizational commitment is determined by a number of factor, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); and non-organizational factors (availability of alternatives). All these things affect subsequent commitment [28, 29] . Therefore, this study was conducted to assess the relationship between organization work climate and organizational commitment among professional staff nurses at Tanta Main University Hospital . Ninety respondents participated in the study (65 staff nurses & 25 Head nurses) . The result provided the

most complete available information on the perceptions of the studied subjects regarding organization work climate and organization commitment regarding their hospital .

This study proved the positive relationship between organization work climate and organizational commitment among the studied subjects . It revealed the correlation between six dimensions of organization climate and organizational commitment among studied subjects. This finding goes in congruence with " **Elici & Savi** " **(2003)** [29] **.** and **Valentine *et al.* (2002)** [30] they found a positive relationship between organization commitment and individuals perceptions of organization climate , also there are many studies results indicated that organizational climate has positive affects to the commitment relationship towards organization. The better organizational climate is, the more organizational commitment [31].

Moreover , this study demonstrated that the studied subjects were dis-satisfied with the overall organization climate , which can be explained as , they view their organization climate as characterized by the following factors ; unchallengeable jobs , shortage of personnel , lack of feedback about performance , lack of recognition or work done well through merit or announcements in meetings , lack of material resources which make it difficult for employees to carry out duties , poor communication , there is no two- way communication between manager and subordinates and lack of staff development activities which prevent personnel from being equipped with knowledge and skills that they need in order to provide quality services   .

In accordance with these findings , **Payne & Morrison , (2002)** [33], **Sagie , (2002)** [37] , **Redfern , (2005)** [34] , Samth apparaj , Srini & Ling (2005) [32] , **Gellatly , (2005)** [36] , **and Denizer , (2008)** [35] stated that when the employee sees that his expectations are not met in the job environment , the job dis-satisfaction emerges , which can lead to the decrease in workforce productivity , organization commitment and commitment to the job and increased the rates of the optional discontinuation of the job .

Findings also demonstrated statistical significant difference between studied subjects (staff nurses & head nurses) regarding six dimensions of organization climate as staff nurses view organization climate more negatively than head nurses. Most probably because those staff nurses was not provided with adequate information regarding working system , principles and regulations , salaries and rewards , did not promoted to higher position , support to work as; guidance in solving problems,

and discussion if needs for training . Moreover, facilities to work might not be available as necessary supplies and needed time to perform. Working situation also was perceived negatively due to big quantity of varies duties, inflexibility in applying instructions. Supervisors' activities did not advocate employees who have problems, did not communicate regularly with responsible persons for decision making and did not provide encouragement to perform better.

Research to date suggests that work experiences play the biggest role in employee's decisions to remain within an organization. Work experience variables that have been found to be related with organizational commitment include; equity in rewards and job challenge , opportunity for advancement and participation in decision making . In the workplace , the supervisor provides a subordinate with support and monetary rewards while in exchange , the subordinate contributes personal devotion and expertise. This really require employers demonstrate their commitment in terms of pleasant working conditions , access to training and development , provision of a safe working environment and a balance between work and employees ' commitments outside the work place[2-4,38] . Furthermore , a large number of studies have consistently demonstrated relationships between unit or organization climate and individual outcomes such as ; performance , satisfaction , commitment , and involvement in decision making   (**Ostroff *et al.* , 2007)** [39] .

These findings were agreed with studies which clarified that relative pay and benefits is thought to have a positive influence in organization commitment. Because when the employee perceives relative personal importance of organization by higher relative appreciation by the organization is thought to translate into higher commitment on the part of employee [40] .

The supervisor behavior is fundamental in determining the level of interpersonal trust in work unit or organization. Accordingly, poor supervision and failure on the part of managers and supervisors to create a committed work place can lead to the loss of valued employees . In this concern, **Madigan and Dorrell (2000) in Coetzee , M. (2005)** [2] stated that 41% of employees feel that their organization is not developing effective managers and supervisors. These results indicate that those nurses need to have autonomy , status , engaged in decision making, policy, aware of outcomes (feedback), and allow high degree of trust and absence of close supervision.

Because the freedom associated with autonomy and low monitoring is balanced by the reciprocal response of responsibility and commitment [2] .

Engaged employees feel a strong bond with the organization , so they are willing to commit more time and effort to making it successful . They are also more likely to recommend the organization and its services to others . In positive organization climate , employees have the confidence and stability they need to serve customer more effectively with more innovative products . Committed employees do better work than uncommitted ones and organizations with committed workers do better financially than organizations with uncommitted ones [41] . Yet , fewer than half in the employees in today 's workforce feel committed to their organization (**Bragg , 2002**)[42] .

Results of the present study showed that the studied subjects had low commitment toward their hospital , as they did not feel emotionally attached to their hospital , or their hospital did not deserved their loyalty . This result may be due to their negative perceptions regarding organization climate as reported in the study .These findings supported by **Vianen m , (2000)**[43] who concluded that the fit between a person 's values and organization 's values is associated with behavioral and affective outcomes , such as greater organization commitment , better performance and longer tenure. Several researches have shown that organization climate are related to organizational commitment of those who work (**Elci & Savi, (2003)**[29] **, Valentine *et al.*, (2002)**[30] **,**

Moreover , findings of this study illustrated that the studied head nurses were slightly more committed to their hospital than staff nurses . These findings were expected because head nurses experienced greater participation in decision making, had more opportunities to deal with supervisor directly , & clear channel of communication at hospital . These finding is supported by the literature who focused on the manner in which organizational structure shapes the job position in a way that relates to organizational commitment .Participation in decision making, rules and regulations , standard operating procedures , and hierarchical position have been found to be positively related to employee commitment . As a result , employees experiencing greater decision making participation , greater formality of written rules and regulations , standard operating procedures , and occupying a supervisory position were felt to elicit greater commitment to the organization [39,45] . Employees at high job levels generally have higher levels of organizational commitment than those at low levels . This is because employees in high level jobs have more freedom and choices in their behavior on the job , and these choices enhance their sense of control and thus lead to increase commitment to organization [2] .

On the other hand , this finding is in contradictory with the literature who stated that

hierarchical position is suspected to vary in organization commitment . For example , top executives and service employees were found not to differ significantly in their organizational commitment [40] .

Despite that, the findings illustrated that head nurses had organizational commitment than staff nurses , they reported that ″ they did not feel strong sense of belonging ″ ,″ did not emotionally attached to organization ″ , and ″ did not feel like " part of the family ″ at the organization ″ . The reasons for this may be due to routines and repetitive tasks they have , inflexibility in applying instructions on workers , did not engaged from upper levels of management to implement new activities . Managerial flexibility may be curvilinear related to employee commitment. However, a certain amount of flexibility may be positively related to commitment, but , there may be too much flexibility or not sufficient flexibility among of structure to task requirements which lower commitment .

Concerning the relationship between socio-demographic characteristics of studied subjects and their organizational commitment. The finding proved that, there was found a statistical significant relation among staff nurses between their demographic characteristics and organizational commitment, specifically with working unit, years of experience in the profession and working unit except the age (P<0.05). Although as age increase, the employee's opportunities for alternative employment decrease , this limitation the individual's options may increase the perceived attractiveness and attachments of the current organization. These results are in contradictory with a number of previous studies that found that workers who are older have more commitment to their organization [2,40] .

These results also bear out the work of other researchers who found job tenure is a significant predictor of organizational commitment, because the longer the worker stay with an organization or the older they are the more time they have to evaluate their relationship with the organization. Employee who have been with their employing organizations for a long time are more likely to have embedded relationships and strong organization ties [2] .

Commitment doesn't just happen, however; it must be cultivated and developed as an employee gains more experience and becomes more familiar with the organization. Organizational commitment appears to be positively related to the employee's degree of social involvement in the organization . The more social ties the employee develops in the organization, the more the individual becomes attached to the organization Years of experience are also associated with firm- specific socialization

which ties the employee to a single organization and infuses core values in the employee [2, 40, 47].

Hence , ensuring employees remain committed over time is essential, as ultimately, the longer the committed employees stayed in the organization the most likely will become leaders among their peers, driving overall satisfaction and commitment within the workforce.

Moreover, results from the present study revealed that there was a statistical significant correlation among staff nurses between their demographic characteristics for ″Working unit ″ and their perceptions regard to organizational work climate in relation to the extent of opportunities and information provided to them and the working situation. The reasons for this result is that nurses are responsible for providing direct and indirect patient care which in turn affected by different dimensions of organization work climate as ; lack of opportunities offered to them like , competition with coworkers , acquisition of new skills and knowledge , promotion for higher positions , also inadequate information related to rules and regulations of the unit , salaries and rewards which can influence their motivation and job satisfaction . In addition , when they are working in poor working situation , , such as ; high workload , inflexibility in applying instructions as the result they are working under stress and they have negative perception regard to organization work climate .

On the other hand , there is not statistical significant correlation between head nurses ᾿general characteristics and their perception of organization work climate and organizational commitment . An explanation for this finding might be that all of them were under the same organizational climate of rules and regulations and they have managerial roles and experiences which enabled them to cope and manage any situation .

In addition findings   revealed that , there is not statistical significant correlation between the studied subjects related to educational level , because all of them have bachelor degrees . **Wiedmer (2006)**[48] found that the   educational level and age were not significant predictor of job satisfaction and organizational commitment .

Moreover, findings from this study indicated that there was no statistical significant correlation between studied subjects' marital status and their perceptions toward to both organization work climate and organization commitment. An explanation for this result might be that married nurses rather than single nurses have more family responsibilities to cater for that require financial support and as such they are more adaptable and coping with organization work climate and committed to the organization.

Consequently workers who are more satisfied with their jobs are more committed to their organizations. Therefore, if managers want to increase employees ' commitment , they should strengthen a positive organizational climate in their organizations .

Conclusion

The positive correlation between measures of organizational commitment and organizational climate showed that organizational climate was significantly and positively related to organizational commitment at Tanta Main University Hospital.

The overall level of organizational climate for Tanta Main University Hospital. is at best moderate. There is no variable that had a mean value of equal or more than 4.0. In addition, all the components of organizational commitment appear to have low mean values.

The results of the study also revealed that demographic factors (age, marital status, and job experience , except educational level) of workers significantly   correlated   with   organizational commitment. Older, married, more experienced and more educated workers had higher levels of organizational commitment than the younger, single, less experienced and less educated workers.

This means that the younger, single, and less experienced may still be deciding what they want to do for a career. Deciding on a choice of work in life or for a given period of time may prevent organizational commitment.

These findings provide valuable guidance for researchers and practitioners trying to identify the mechanisms   by   which   they   can   improve organizational commitment .

These results confirm earlier findings on the relationship between organization climate and organization commitment (**Cook and Wall, 1980 ; Aldag and Reschke, 1997**) in McMurray, A.J (2004)[28] .

Recommendations

The executives should clearly understand the factors   that   reinforce   organizational   climate, organizational commitment and job satisfaction.
The factors of organizational climate which that organizations should focus on is the open system factor including innovation and flexibility, outward focus, reflexivity. Human relations factor including autonomy, integration, involvement, supervisory support, training, welfare and. rational goal factor including clarity of organizational goals, efficiency, effort, performance feedback, pressure to produce, quality.

For the organizational commitment, Tanta Main University Hospital should focus on;

- Building positive relationships between employees and between organization with employees.
- Let employees to realize the benefits that employees receive from their hospital and the comparison to shows that no less than other hospital in the same field .
- Employees involved in the decision. Let employees are aware that their role and their importance to the Hospital .
- Above all, organization managements should provide necessary facilities, conducive organizational climate and take actions that cater for the welfare of the workers to improve organizational commitment.

Corresponding author
Shereen Ragab Dorgham
Nursing Services Administration Dept, Faculty of Nursing, Tanta University
d_org_ham7@hotmail.com

References
1. Meyer, J.P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. Human Resource Management Review ; 11 : 299-326.
2. Coetzee, M. (2005) . The fairness of affirmative action : An organizational Justice Perspective . Faculty of Economic and Management Science in University of Pretoria etd . Chapter 5; Employee commitment . 5.1-5.18 .
3. Strachota E , Normandin P. , O Brien N , et al . (2003) . Reasons registered nurses leave or change employment status . J . Nursing Administration ; 33 : 111- 124 .
4. Lichi H. , Lily C.,and Hui-Chiao T. , et al . (2006) . Development of an instrument for assessing factors related to nurses ' organizational commitment . Med Taiwan J. Med . ; 11 : 9-19
5. McNeese-Smith DK. (2001) . A nursing shortage: building organizational commitment among nurses. J . Health Management ; 46 : 173- 87
6. Tai TW . , Bame S. I. , & Robinson C. D. (1998) . Review of nursing turnover research , 1977- 1996 . Soc. Sci . Med. ; 47 : 1905 – 24 .
7. Abdullah N. B. & Hasan H. B. (2006). Relationships between communication climate and organizational climate with commitment. The case study of the Kolej University Teknikal Kebangsaan Malaysia . Pusat Perkhidmatan Akademik. Kolej University Teknikal Kebangsaan Malaysia .
8. Allen, N.J. and Meyer , J . P. (1990) . The measurement and antecedents of affective , continuance , and normative commitment to the organization . Journal of Occupational Psychology;36 : 1-18 .
9. Meyer, J P and Allen, N J (1991). A three-component conceptualization of organizational commitment: Some methodological considerations.Human Resource Management Review ; 1 : pp. 61-98.
10. Tett R . P and Meyer J . P (1993) . Job satisfaction, organizational commitment, turnover intention, and turnover: Path analysis based on meta-analytic findings. Personnel Psychology; summer: pp.259-293.
11. Barbara B. (2003). Keywords: Leadership, Relations-Oriented, Task-Oriented, Commitment. Falls Church, Virginia , 25 (3) : ….
12. Shiverick B. , et al . American Association of Homes and Services. Cultivating Employee Commitment to Achieve Excellence. For the Aging. All rights reserved. 2009 ,
13. Yousef D. A. (2000). Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. Journal of Managerial Psychology; 15(1): 6-24.
14. Warsi S. , Fatima N. and Sahibzada A . (2009) . Study on Relationship Between Organizational Commitment and its Determinants among Private Sector Employees of Pakistan. International Review of Business Research Papers; 3 (5) : 399- 410 .
15. Lok P., Westwood R., & Crawford J. (2005). Perceptions of organizational subculture and their significance for organizational commitment. Applied Psychology: An International Review; 54(4) : 490-514 .
16. Loke J.C.F., (2001). Leadership behaviors: Effects on job satisfaction, productivity and organizational commitment. Journal of Nursing Management ; 9 (4) : 191-204.
17. Ulrich, D. (2000) . A New Mandate for Human Resources. Harvard Business Review, 124-134.
18. Ulrich, D. (2002). Human Resources has to create real business value , Management Today ; April : 12-18.
19. Suliman, A. M. and ISLES, P. A. (2000b). "The multi-dimensional nature of organizational commitment in a non-western context", Journal of Management Development ; 19(1) : 71–82.
20. Vanaki, Z. , & Vagharseyyedin , S. A. (2009) . Organizational commitment, work environment conditions, and life satisfaction among Iranian nurses. Nursing Health Sciences ; 11(4) : 404-409 .
21. Meyer, J. P. and Allen, N. J. (1993). Commitment to organization and occupations: Extension of a three-component model , J. of Applied Psychology ; 78(4) : 538-551.
22. Meyer, J. P. and ALLEN, N. J. (1997). Commitment in the workplace. Thousand Oaks, CA: Sage.
23. Meyer, M. and BOTHA, E. (Editors). (2000). Organizational Development and Transition in South Africa. Durban: Butterworth.
24. Meyer, J. P. and Herscovitch , L. (2001). Commitment in the workplace: Toward a general model , Human Resources Management Review ; 11 : 299 – 326.
25. Aneta , G. (2008) .Organizational climate study . Organizational traineeship segment, PRM 28055. Institute of Rural Management; ANANDA , June – July .
26. Debra K. V. Mullins , D. K. V. , et al. (2007). The relationship between leadership styles and organizational culture within school of Nursing ., 1-

170 .

27. Decruz G. (1997). Organizational climate and organizational commitment: A case in a cement factory. Master thesis of science in management , University Utara , Malaysia .

28. Mcmurray A.J., Scott D.R. and Pace R.W. (2004). The relationship between organizational commitment and organizational climate in manufacturing. Human Resource Development Quarterly; 15(4) : 473-488 .

29. Zehir C., Elci M. and F.Z. (2003). Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention , HUEM, 1st. International Business and Professional Ethics Congress of Turky ; Sept. 17-19 : Pp. 615-628 .

30. Valentine S. , Godkin L. and Lucero M. (2002) . Ethical context , organizational commitment and person- organization fit . Journal of Business Ethics ; 41 : Pp. 349-360 .

31. The Relationships among Organizational Climate, Job Satisfaction and Organizational Commitment in the Thai Telecommunication Industry Sanguansak Bhaesajsanguan ...
www.g-casa.com/conferences/singapore/ppt_in_pdf/wed2/Sanguan

32. Santhapparaj A.S. , Srini V.J. and Ling K.L. (2005) . Job satisfaction among women managers in Malaysia . Automobile manufacturing sector . Journal of Applied Science ; 5(1) : 1553-1578 ..

33. Payne R.L. and Morrison D. (2002) . The effects of negative affectivity on measures of wellbeing versus job satisfaction and organizational commitment . Journal of Organization Behaviour ; 24(3) : 415-432 .

34. Redfern S. H. (2005) . Work satisfaction , stress , quality of care and morale of older people in a nursing home . Health and Social Care in the Community ; 10(6) : 512-517 .

35. Denzer D. (2008) . Accidents at work and work related health problems by sex , status , age and severity . Journal of Health Management ; 26(2) : 721-760 .

36. Gellaty I. R. (2005). Individual and group determinants of employee absenteeism : A test of a causal model . Journal of Organizational Behavior ; 16(1) : 469-485 .

37. Sagie A. (2002). Employee absenteeism , organizational commitment and job satisfaction : Another look. Journal of Vocational Behavior ; 52(2) : 156-171 .

38. Adenike A. (2011) . Organizational climate as a predictor of employee job satisfaction : Evidence from Convenant University . Journal of Business Intelligence ; Jan. , 4(1) : 151-164

39. Ostroff O.R. , Kinicki S.N. and Tankins U.O. (2007) . Relationships between psychological climate perceptions and work outcomes : A meta – analytic review . Journal of Organizational Behavior ; 24 (4) : 389- 416 .

40. Colignon R.A. , Usui C. , Kerbo H. R. and Slagter R. (2007) . Employee commitment in U.S. and Japanese firms in Thailand . Asian Social Science ; 3(11) : 16-30 .

41. Atkinson T. and Frechette H. (2009) . Creating a positive organizational climate in a negative economic one . Improving organizational climate to transform performance . HR Holdings , Ltd. 1-3 .

42. Bragg T. (2002) . Improving employer / employee commitment . Occupational Health Safety ; Jan. , 71(1) : 6-14 .

43. Vianen E.M. and Van. (2000). Person- organization fit : the match between new comers' and recruiters' preferences for organizational cultures . Personnel Psychology; Durham : Spring , 53 Iss(1) :   113- 150 .

44. Schwepker C.H., and Jr. (2001). Ethical climate's relationship to job satisfaction, organizational commitment and turnover intention in the sales force . Journal of Business Research; 54:   39-52.

45. Victor, Bart and Cullen J.B.(2003) . The organizational bases of ethical work climates. Administrative Science Quarterly; 33(3): 101-25 .

46. Williams , Jane . (2004). Job satisfaction and organizational commitment . A sloan work and family. Encyclopedia.   accessd   at   : http.//wfnetwork.bc.edu/_entry.php? id = 244&area= All

47. Salami S.O. (2008). Demographic and psychological factors predicting organizational commitment among industrial workers. Anthropologist ; 10(1) : 31-38 .

48. Wiedmer S.M. (2006). Examination of factors affecting employee satisfaction . Retrieved 13th. July 2006 from http://clearinghouse.missouriwestern.edu/manuscripts/51.asp

49. Noordin F. , Omar S. , Seham S. and Idrus S. (2010) . Organizational climate and its influence on organizational commitment . International Business and Economics Research Journal ; 9(2) : 1-9 .

4/1/2012