





ORGANIZATIONAL COMMITMENT AND INTENTION TO LEAVE AMONG NURSES AT HOSPITAL TENGKU AMPUAN AFZAN (HTAA)

PRESENTER: KOW FANG FANG

ZURAHANI BINTI MUHAMMAD

IDA MARINA BINTI AZMAN

MAZLINA SAIFURA BINTI ISMAIL

MOHAMAD FARHAN BIN AZIZI

NUR SYOFIYAH BINTI MOHD RASHID

BACKGROUND

Table 1: The Incidence of Nurse Left in HTAA

Year	Number Left
2015	14
2016 (January-October)	10

(Sumber Manusia HTAA, 2016)

PROBLEM STATEMENT

Lack of job satisfaction

Lack of recognition

Develop intention to leave

Shortage of qualified and experienced nurses

Implication

Patient continuity of care

Impacts patient safety

Decrease nursing productivity

2

(Gaw, 2010)

SIGNIFICANCE OF THE STUDY

Nurses

- Explore reasons intention to leave.
- Build loyalty and responsible of nurses to the organization.
- Increase nursing productivity.

Health Organization

- Decrease turnover rate among nurses.
- Retention of qualified and experienced nurse.

General Objective

- To determine the reason of intention to leave and its relationship between organizational commitment among nurse in Hospital Tengku Ampuan Afzan (HTAA), Kuantan.

SPECIFIC OBJECTIVES

1. To identify the intention to leave among nurses in HTAA.
2. To identify the reasons of intention to leave among nurses in HTAA.
3. To determine the relationship between affective commitment and intention to leave among nurses in HTAA.
4. To determine the relationship between continuance commitment and intention to leave among nurses in HTAA.
5. To determine the relationship between normative commitment and intention to leave among nurses in HTAA.

METHODOLOGY

Study Setting

- Hospital Tengku Ampuan Afzan, Kuantan.

Study Design

- A cross sectional study

Sampling

- Random sampling

Population

- All registered nurses working in general wards HTAA.

Sample Size

- 169 staff nurses (Raosoft Sample Size Calculation)

METHODOLOGY

Inclusion criteria

- All registered nurses working in general wards in HTAA.
- Able to understand Malay/English language.
- Willing to participate in this study.

Exclusion criteria

- Not willing to participate
- Nurses on leave

Study Instrument

- Self administration questionnaires (Socio-demographic data, organizational commitment, intention to leave).

METHODOLOGY

Validity and Reliability - Cronbach's Alpha test 0.722

Data Collection – 1st August 2016 – 30th September 2016

Data Analysis - Descriptive frequency analysis and Fisher's Exact Test p value <0.05

RESULTS AND DISCUSSION

1st objective: To identify the intention to leave among nurses in HTAA

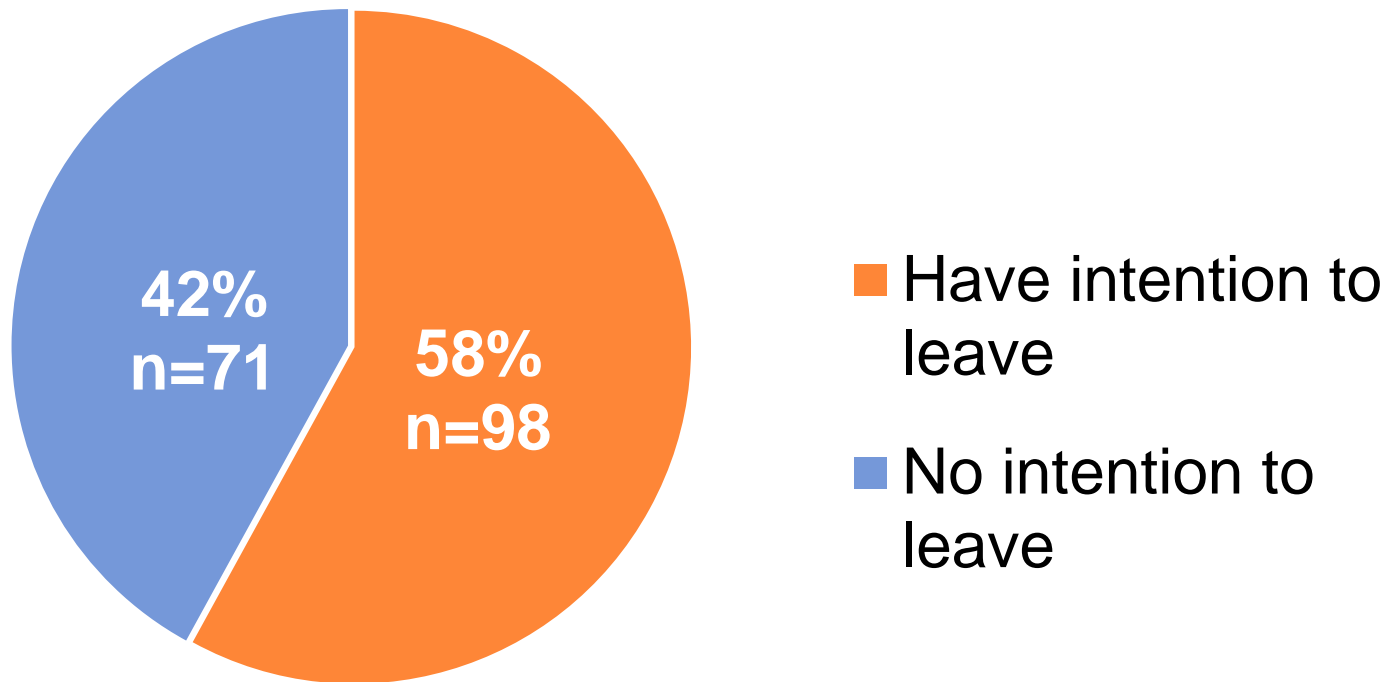


Figure 1: Distribution of Participants' Intention to Leave

Table 1: The Distribution Between Service Period and Intention to Leave

	Intention to leave			
	Yes		No	
	n	(%)	n	(%)
<6	35	(81.4)	8	(18.6)

Large number of new graduate registered nurses leave their employment within the first year of hire which influences organizational cost, patient safety and satisfaction (Halfer & Graf, 2006).

2nd objective: To identify the reasons of intention to leave among nurses in HTAA.

Table 2: Intention to Leave by Personal Opinions

Reasons to Leave	Opinions			
	Yes		No	
	n	(%)	n	(%)
Organization Management	80	82	18	18

Despite carrying heavy ward workloads, they needed to give information to patients, family members even answer telephone calls and with too much nursing documentation (Narges, et.al., 2014). Nurses left little time for good nursing care. Develop workforce stress.

Table 3: Association between Affective Commitment and Intention to Leave

	Exact sig (2-sided)
I would be very happy to spend the rest of my career in this organization	.000*
I really feel as if this organization's problems are my own	.004*
I feel like part of family at my organization	.000*
I feel emotionally attached to this organization	.001*
This organization has a great deal of personal meaning for me	.000*
I feel a strong sense of belonging to my organization	.017*

*Significant at $p < 0.05$ by using Fisher's Exact Test

3rd Objective: To determine the relationship between affective commitment and intention to leave among nurses in HTAA

- Affective commitment correlate with intention to leave the hospital.
- Suggested nurses had an emotional attachment to their organizations.
- Nurses who think about leaving their employer demonstrate unhappiness having entered the job, a lack of pride, not liking being a nursing professional in this current employment, lack identity, as well as lacking enthusiasm in the job (Gaw, 2012) .

Table 4: Association between Continuance Commitment and Intention to Leave

	Exact sig (2-sided)
It would be very hard for me to leave my organization right now, even if I wanted to	.016*
Too much of my life would be disrupted if I decided I wanted to leave my organization right now	.001*
Right now, staying with my organization is a matter of necessity as much as desire	.000*
I believe I have too few options to consider leaving this organization	.130
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	.000*
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice: another organization may not match the overall benefits I have here	.000*
If I had not already put so much of myself into this organization, I might consider working elsewhere	.001*

*Significant at $p < 0.05$ by using Fisher's Exact Test

4th objective of study : To determine the relationship between continuance commitment and intention to leave among nurses in HTAA.

- All items is significant intention to leave except 'I believe I have too few options to consider leaving this organization'.
- Nurses were willing to leave the organization at the risk of not having another job to replace the one that they were leaving.
- Continuance commitment did not have a significant relationship to turnover intention (Sow, 2015).

Table 5: Association between Normative Commitment and Intention to Leave

	Exact sig (2-sided)
I feel any obligation to remain with my current employer	.001*
Even if it were to my advantage, I do not feel it would be right to leave my organization now	.000*
I would feel guilty if I leave my organization now	.000*
This organization deserves my loyalty	.045*
I would not leave my organization right now because I have a sense of obligation to the people in it	.000*
I owe a great deal to my organization	.005*

*Significant at $p < 0.05$ by using Fisher's Exact Test

5th objective of study :To determine the relationship between normative commitment and intention to leave among nurses in HTAA.

- Normative commitment means a person may feel the need to give back after receiving some benefits from an organization (Gelaidan & Ahmad, 2013).
- Nurses who think about leaving their current employment demonstrate a lack of responsibility and loyalty to the employer.
- Furtado et al.'s (2011) study indicated that normative commitment lowered turnover intention.

STUDY LIMITATION

- Closed-ended questionnaire - not allow elaboration and clarification.
- Trustworthiness of the respondents.
- This study can not be generalized due to small sample size.

CONCLUSION

- A good relationship between nurses and managers will create a sense of belonging to organizational.
- New strategies should focus on management performance and nursing leadership issues- Modern nursing leaders.
- This will indirectly build nurses' loyalty, responsibilities to the organizational and remain in the organization.

RECOMMENDATIONS

**Nursing
Manager**

- 'Morden leaders'-easily reachable
- 'Hand-on role'
- Understand nurses daily struggle
- Praise for a good job done



ACKNOWLEDGEMENTS

- All the participants in this research.
- Matron Dr Liza Al-Bahiyah Binti Amri and Matron Kalarani A/P Maruthai for supervise.
- CRC staff for guiding.

REFERENCES

- Chan, Z. C., Tam, W. S., Lung, M. K., Wong, W. Y., & Chau, C. W. (2013). A systematic literature review of nurse shortage and the intention to leave. [Review]. *J Nurs Manag*, 21(4), 605-613. doi: 10.1111/j.1365-2834.2012.01437.x
- Furtado, L., Batista, M., & Silva, F. (2011). Leadership's impact in turnover and career abandonment intention: The Azorean hospital nurses case. *Hospital Topics*, 89, 51-58. doi:10.1080/00185868.2011.596797

REFERENCES

Gautam, T., Van Dick, R., & Wagner, U. (2004).

Organizational identification and organizational commitment: distinct aspects of two related concepts.

Asian Journal of Social Psychology, 7, 301–315.

Gaw, J. J. (2012). Graduate RN Intent to Leave: Social Capital and Organizational Commitment. Grand Canyon University.

Halfer, D., & Graf, E. (2006). Graduate nurse perceptions of the work experience. *Nursing Economic\$, 24(3), 150-155.*

REFERENCES

- Kumar, S. (2006). Human Factors Contributing to Organizational Effectiveness with Special Reference to Indian Banks. *SBI Monthly Review, December*.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior, 61, 20–52*.

REFERENCES

- Mosadeghrad, A. M., & Ferdosi, M. (2013). Leadership, job satisfaction and organizational commitment in healthcare sector: Proposing and testing a model. *Materia Socio Medica, 25, 121-126. doi:10.5455/msm.2013.25.121 126*
- Narges, A., Khatijah, L. A., & Li, P. W. (2014). Job Satisfaction Of Malaysian Registered Nurses: A Qualitative Study. *British Association of Critical Care Nurses, doi:0.1111/nicc.12100*

REFERENCES

NHS Executive (2001) Implementing the NHS Plan.

Modern Matrons: Strengthening the role of ward sisters and introducing senior sisters. London.

Sow, M. T. (2015). Relationship Between

Organizational Commitment and Turnover

Intentions Among Healthcare Internal Auditors.

Sumber Manusia Hospital Tengku Ampuan Afzan

Kuantan 2016.

THANK YOU ANY QUESTION?

