

Original Research Article

## **Effects of Work Environment and Engagement on Nurses Organizational Commitment in Public Hospitals Lahore, Pakistan**

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**Abstract:** Work environment and engagement has great importance regarding organizational commitment. Now a day's nurses are stressed and burdened due to poor working environment and less engagement. Organizational commitment means loyalty or commitment of an employee to his or her organization. Thus, the current study aims to assess the effects of work environment and engagement on nurse's organizational commitment in public hospitals Lahore, Pakistan. Cross-sectional study design was used in this study. Self-administered questionnaire distributed to 200 nurses through convenient random sampling. Descriptive analysis was used to analyze the data while regression analysis was used to test the hypothesis. Finding of the current study reveals the significant positive relationship between work environment and nurse's organizational commitment or between engagement and nurse's organizational commitment.

**Keywords:** Work environment, Engagement, Organizational commitment, Nurses

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### **INTRODUCTION**

Nurses are the largest groups of healthcare professionals who are responsible for providing quality care to the patients Butt *et al.*, [1]. According to Agyemang *et al*[2]. commitment of nurses in any healthcare organizations play very important role which effects performance of any organization. Therefore Organizational commitment means loyalty or commitment of an employee to his or her organization.

Committed employees are the need of every organization, which have high performance level therefore According to Danish *et al.* [3] for the success of any organization it is necessary to enhance the commitment level of employees.. To attract the potential employee an organization should establish a pleasant working environment [4] . According to Jain *et al.* [5] Work environment includes all the conditions or surroundings in which employees work or which act and react on the mind and body of an employee. If the environment is pleasant, then the organizational commitment will be maximized.

According to Janakiraman *et al.* [6] Features of pleasant working environment includes support from supervisors, team work and communication openness. Good working environment helps to make the employees more committed, enhances their motivation and satisfaction level.

In pleasant working environment, employees organizational satisfaction increases and thus satisfied employees become productive and committed to their organization, whereas non committed employees experience turnover and absenteeism[2].

Engagement is another aspect which influences organizational commitment, which means the positive feeling or attitude of an employee towards work that helps the employees to express themselves emotionally, cognitively, and physically in their role performance [2]. Engagement of employees directly effects the performance of the staff, reduces turnover of staff, improves their well-being and makes them committed to their work [2].

Therefore according to Bakker *et al.* [7] when employees feel engaged, they become more passionate and energetic towards their work and involve themselves more in it.

Employees can be engaged by giving them recognition, giving them reward on their good performance or by listening to their opinions and ideas [2].

According to researchers, engaged employees are individuals who are highly energetic, resilient in performing their jobs, work with full heart and with willingness to invest efforts in work [2]. Employee's engagement has direct link with organizational

commitment which results in increasing satisfaction of customer, retention, loyalty and also helps the employees to make a good relationship with co-workers [2]. Therefore employees who have high engagement level have more value in an organization than the employee with less engagement level [7].

**According to the current study independent variables is work environment and engagement while dependent variable is organizational commitment.**

#### Research Problem

In most of the hospitals it is observed that the environment where nurses work is not satisfactory which make them less engaged to their work, as a result they are not committed and feeling or attitude of an employee towards work that helps the employees to express themselves emotionally, cognitively, and physically in their role performance is affected.

Therefore according to Bakker *et al.* [7] when employees feel engaged, they become more passionate and energetic towards their work and involve themselves more in it. Hence, the current study will be driven in order to assess the effects of work

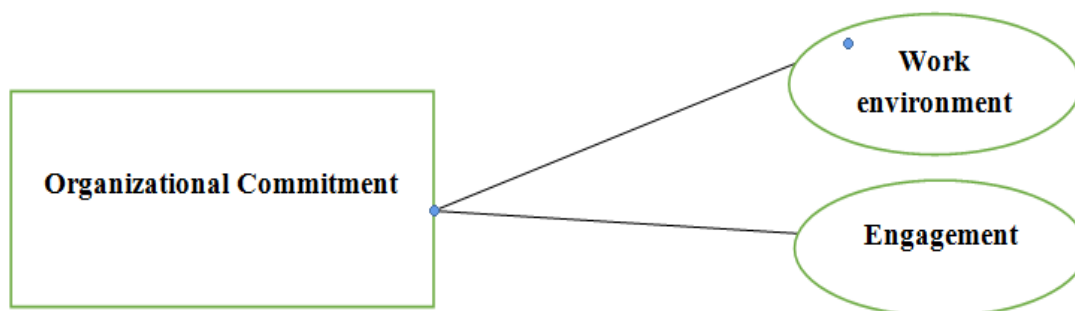
environment and engagement on nurse's organizational commitment.

#### Significance of the study

This finding of this study is very helpful for any organization to know about the effects of pleasant working environment on nurses and to make them more engaged which will increase nurse's commitment level and enhance quality of care. Thus the rank of organization increases and become more popular. Secondly the results of the current study will be also helpful for the ministry of health to provide a pleasant working environment to the nurses where they will be more committed to their work when employee's organizational satisfaction increases and thus satisfied employees become productive and committed to their organization.

#### Research Framework:

The research framework comprises of two independent variables while one dependent variable. The framework shows that the independent variables i.e. work environment and engagement may reflect changes in the dependent variable i.e. organizational commitment



Research framework

#### LITERATURE REVIEW

Work environment is one of the major factors that greatly influence commitment of the employees towards their organizations [9]. According to Butt *et al.* [1] employees who have positive perceptions towards work environment or feeling of equal and fair treatment bring positive and best out of them. These feelings and recognition of employee's contribution can results in increased commitment and performance. Employees of any organization are greatly influenced by its work environment. Those employees who are working in a favorable working environment will have positive perception towards their organization [1]. According to social exchange theory when an organization give importance to its employees, support them or appreciate their work then employees will feel obliged or they will work hard with full enthusiasm [9]. Moreover work environment also involves all the other factors which are related to work place such as the quality of communication flows, safe environment, controllable

work load and other additional bonuses and benefit of employment [1].

Supervisor support, communication openness and team work are some of the important components of a pleasant work environment. These components are suitable, general and are broadly used in every organization [1]. According to Janakiraman *et al.* [6] the degree at which supervisors help or motivate their employees to perform their organizational duties or listens their employees carefully, this will make the employee fell obliged and more committed towards organization . Open communication keeps employee happy and productive whereas when employees of an organization work together or help each other to accomplish organizational goals is called Teamwork which enhances the employee's organizational commitment [6].

A study conducted by Aron, [10] commitment of employees towards an organization will be increased by providing employees organizational justice and pleasant work environment.

A study concludes that psychologically safe and meaningful environment increases employee job involvement and commitment of time and energy into the work of the organization. Further they also found that psychological climate has been linked affectively and cognitively to job satisfaction, commitment, and motivation [11].

However among HR professional's employee engagement has great importance. As many researchers claim that, engagement always has a positive relationship with customer productivity, profit, employee's retention, satisfaction and commitment. Increased level of engagement will increase the organizational commitment level of employees moreover it increases job satisfaction, higher attendance, decreases turnover rates and improve health and security [11]. According to Agyemang *et al.* [2] those employees who are more actively engaged in an organization may feel obliged which results in increase in employees organizational commitment. Thus employees with high engagement level are more likely to be committed to the organization which helps employee to complete all the tasks.

Hakanen *et al.* [12] Revealed in his study in which they investigate relation between engagement and organizational commitment. In this study they found that effects of job resources on organizational commitment will be mediated by work engagement.

There is a positive relationship between organizational commitment and work environment conditions. According to Ramay, [13] commitment of employee's towards their organization, may be enhanced by providing them healthy and friendly work environment. According to Dorgham [14], work environment and organizational commitment have positive relationship between them, which shows that organizational environment has positively related to organizational commitment. On the other hand, employee engagement has positive effects on organizational commitment. Therefore, a significant relationship is present between engagement of employee and organizational commitment.

#### Hypothesis 1:

H1a: There is positive relationship between work environment and organizational commitment.

H1o: There is negative relationship between work environment and organizational commitment.

H2a: There is positive relationship between engagement and organizational commitment.

H2o: There is negative relationship between engagement and organizational commitment.

#### METHODOLOGY

This study is a quantitative descriptive, cross sectional study which assesses the effect of work environment and engagement on nurses organizational commitment. The site of the study was two public hospitals in Lahore namely Sir Ganga Ram Hospital and Services Hospital. Targeted population of this study was the nurses of these two hospitals. Sample size for this study was two hundreds (200) nurses; 100 nurses were selected from each hospital and calculated according to Slovin's formula  $n = \frac{N}{1 + (N)(E)^2}$ .

The study participants were selected through simple random method. All the staff nurses and head nurses had an equal opportunity of being the part of the current study. All other healthcare workers were excluded from the study. Enough information of research was provided to participants with the help of full consent form and this was achieved via a consent letter attached to the questionnaire. Confidentiality was considered by informing participants.

The tool for this study was a self-reported questionnaire, adopted from three articles on engagement; instrument made by [15] was used. On work environment, instrument made by [6] was used. And instrument made by [16] was used to measure organizational commitment. The questionnaire consists of fifteen questions. 5 point Likert scale Questionnaire consisting of 20 items in which 5 questions measure work engagement, 10 questions measure work environment and 5 questions measure organizational commitment. The collected data was analysed by Descriptive statistics of frequencies, charts and tables, while the research hypothesis were tested by inferential statistics of Regression, through SPSS version 21.

#### RESULTS:

##### Section A: Demographic Analysis

##### Gender

Table no.1 shows that sample size consist of nursing staff working in the two public hospital of Lahore. Total number of nurses at were (n=200,100%) and (n=200, 100%) are female nurses there was no any male nurse.

Table 1: Gender

Gender	Frequency	Percentage %
Female	200	100.0

**Age Group**

Data was collected from the staff nurses without any age restriction. The results in the Table No. 2 show that 20 (10%) of the participants were in the age

group of 18-25 years, 95 (47.5%) of the nurses were in the age group of 26-30 years, 70 (35%) were in the age group of 35-50 and 15 (7.5%) were above the age of 50 year.

**Table 2: Age group**

Age group	Frequency	Percentage %
18-25	20	10
25-35	95	47.5
35-50	70	35
ABOVE 50	15	7.5
Total	200	100

**Qualification**

Table No. 3 illustrates about the qualification of the participants. Most of the nurses had nursing

diploma n=140 (70%) and about n=60 (30%) were post graduate.

**Table-3: Qualification**

Qualification	Frequency	Percentage %
Nursing Diploma	140	70
Post Graduate	60	30
Total	200	100

**CORRELATIONS**

Correlation shows the relationship between dependent and independent variables, either the

relationship between them is positive or negative. The values of correlation are shown in given table no.

**Table-4. Correlations**

		WORK_ENVIRONMENT	ENGAGEMENT
WORK_ENVIRONMENT	Pearson Correlation	1	.579**
	Sig. (2-tailed)		.000
	N	200	200
ENGAGEMENT	Pearson Correlation	.579**	1
	Sig. (2-tailed)	.000	
	N	200	200
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	.591**	.560**
	Sig. (2-tailed)	.000	.000
	N	200	200

**Hypothesis Testing**

**Regression analysis**

Regression analysis is used to measure the relationship between variables which are work environment, engagement or organizational commitment. To examine the direct effects of work environment and engagement on dependent variable

organizational commitment, regressions was used to examine the hypothesized relationships. Value of r square was used to explain the amount of variance same thing is explained by adjusted r square but in a more accurate way.

**Table-6: Results of the Main effect Hypotheses**

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.648 <sup>a</sup>	.420	.414	.41422	<b>.420</b>	<b>60.929</b>	2

a. Predictors: (Constant), ENGAGEMENT, WORK\_ENVIRONMENT

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.417	.229		6.194	.000
1 WORK_ENVIRONMENT	<b>.389</b>	.070	<b>.400</b>	5.557	<b>.000</b>
ENGAGEMENT		<b>.298</b>	<b>.328</b>	4.556	<b>.000</b>

Dependent Variable: ORGANIZATIONAL\_COMMITMENT

Results of Simple regression revealed the work environment significantly predicted organizational commitment. Work environment with beta value .389 (p=.000) showing significant positive relationship between work environment and organizational commitment. Whereas value of  $\Delta R^2$  showing 42 % (F=60.929, p <.001) of variance caused by independent variable (work environment) in dependent variable (organizational commitment).

Whereas for engagement Simple regression revealed the engagement significantly predicted organizational commitment. Engagement with beta value .298 (p=.000) showing significant positive relationship between engagement and organizational commitment. Whereas value of  $\Delta R^2$  showing 42 % (F=59.353, p <.001) of variance caused by independent variable (engagement) in dependent variable (organizational commitment). Hence, both null hypotheses are rejected and alternative hypothesis is accepted.

**DISCUSSION**

Aim of the study is to assess the effects of work environment and engagement on nurse’s organizational commitment. According to the first hypothesis of the study there is a positive relationship between work environment and nurse’s organizational commitment which has supported by the analysis. In this study Pearson correlation analysis was used to find the relationship between two variables and the value of Pearson correlation which is r = .591 gives significant positive relationship between work environment and organizational commitment. According to Akintayo [17] by keeping employee happy or open communication allows the employees to show more

commitment towards their work. Study conducted by[1] there is a positive relationship between work environment and organizational commitment. Whereas regression analysis of this study also shows the positive relationship between variables because of the beta value .389. Regression analysis of a study shows that work environment has strong impact on organizational commitment [6].

If we look at the second hypothesis of this study, independent variable of this study which is engagement also has shown significant positive relationship on organizational commitment. Pearson correlation analysis of engagement and organizational commitment is r = .560 which shows that engagement and organizational commitment has significant positive association between them. According to Agyemang *et al.* [2] there is a significant positive association between employee engagement and organizational commitment. More over regression analysis with beta value .298 (p=.000) showing significant positive relationship between engagement and organizational commitment.

**CONCLUSION**

According to this study, both work environment and engagement have positive significant relationship with nurse’s organizational commitment. By providing pleasant working environment to the nurses, they will feel confident, comfortable, work with their full heart and show more commitment towards an organization. Thus the employee engagement level will increase and accept all the organizational challenges in a positive way to full fill all the organizational goals.

## RECOMMENDATIONS

This study is based on nurses because now a day nurses have to face many challenges for example a single nurse have to look after many patients, lack of necessary equipment's etc. which put extra burden on nurses and make them more stressed. As a result nurses will be less engaged in organizational tasks and thus patients care will be compromised. An organization should provide a suitable pleasant working environment to nurses which results in increase in nurse's organizational commitment and provide good care to patients.

Following are the ways by which we can enhance nurse's organizational commitment:

- By providing opportunity of open communication.
- By providing good supervisory support.
- By providing good working atmosphere.
- By giving reward on nurses good performance.
- By listening to the ideas and opinions of the nurses.
- Nurses should be obliged by an organization which makes them mentally relax and reduces their stress level.

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