



CORRELATION BETWEEN NURSING MANAGERS' DELEGATION AND NURSES' ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION

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ABSTRACT

Background: Nowadays, organizations need capable and committed employees in order to promote their performance, productivity and effectiveness. This research attempts to determine the correlation between managers' delegation in the view of nurses and organizational commitment and job satisfaction of nurses.

Methods: This study is a descriptive – correlation study. For gathering the data, the following questionnaires are used: "delegation by managers" (made by researchers), "Meyer and Allen's organizational commitment" and "Herzberg's job satisfaction". The data has been analyzed by statistical software named SPSS version 19

Results: The results of this study show that the rate of managers' delegation in the view of nurses as well as nurses' organizational commitment and job satisfaction are at the middle level. The analysis of data shows that there is a relationship between job satisfaction and organizational commitment. The results of this research show that there is relationship between delegation and organizational commitment but there is not a significant relationship between delegation and job satisfaction.

Conclusions: Regarding the importance of organizational commitment in promoting the quality of nursing services and increasing the consent of patients, the nurses can feel more committed if they have more job satisfaction

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Introduction

Nowadays, due to the situation of health systems, nursing managers confront with many paradoxes. The shortage of nursing staff, the increase in patients' number, the growth of expectations of the therapeutic systems, the desire of competition for offering better services and promoting the efficiency compel sanitary-therapeutic units to promote their capacity and flexibility. In this regard, the managers have found out that motivated and committed employees are very influential in raising the quality of care [1]. Organizational commitment also triggers the outstanding increase in organization performance, spiritual happiness of employees, better realization of organization's goals and reaching individual goals [2] Individual, occupational, organizational and meta-organizational factors influence the organizational commitment [3]. One of such factors is job satisfaction. The

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studies show that job satisfaction is of special importance in organizations like sanitary services units whose employees have direct contact with people [2,3]. The increase in job satisfaction of hospitals' employees leads to the growth of creativity, efficiency, organizational commitment and finally the promotion of therapeutic services and more consent of patients [4]. Accordingly, in the last few decades, many studies have been done about the factors influencing the rate of job satisfaction [5] and a number of factors like: participation in decision making [2], the style of management [2,3], independence, salary, the range of tasks, the opportunities of promotion and the level of instruction have been mentioned as the elements relating to this issue [3]. As a managerial instrument, delegation can also have positive effects on the rate of job satisfaction [6,7] because it is considered as one of the essential factors for promoting the efficiency of organization [6] and improving the abilities of employees and causes the increase in capacities knowledge, commitment, participation and self-confidence of employees, creates trust and respect, provide an opportunity for the growth of employees and makes them ready for improvement [8]. From the psychological view, such a factor increases intellectual and practical power of organization and tasks are carried out more efficiently. When employees consult managers about sorting out of their problems and making decision about them, an atmosphere is created in which employees feel satisfied with their job and become more committed to the organization [8]. However, various studies have shown that such effects, which have positive relationship with performance and consent of employees, are conditioned by cultural characteristics and the relevant organization [7,9]. Chinese managers state that unsure job atmosphere leads to the decrease in delegation [6]. Vidal states that 45% of employees are very eager to take decision about the manner of doing their job [10]. Anyway, the results of Scandura and Pellegrini's research refute the existence of such positive relationship and question its effectiveness because the researchers believe in the influence of cultural element on the effectiveness of this factor [9]. Also, Aryee thinks that the rate of delegation is dependent on the rate of one person's traditionalism and believes that less traditionalism leads to more delegation [11]. Since the relation between organizational commitment, job satisfaction and delegation in nurses has not yet been investigated, this research aims to determine the relation between the mentioned factors.

Materials and Methods

This research is a descriptive-correlation study in which almost 260 nurses of teaching hospitals of Isfahan University of Medical Sciences are investigated by the method of accidental classification. For gathering the data, the following questionnaires are used: "delegation by managers" (made by researchers), "Herzberg's job satisfaction" and "Allen and Meyer's organizational commitment". Allen and Meyer's questionnaire consists of 24 questions covering emotional commitment (1-8), continuous commitment [9-16] and obligatory commitment [17-24]. These questions are organized on the basis of Likert's five-option scale (strongly disagree (1 score), disagree (2 scores), do not know (3 scores), agree (4 scores) and strongly agree (5 scores), and by selecting each of these options the participants specify the rate of their agreement with each question. The range of score for each question is from 1 (the least) to 5 (the most). The scores of organizational commitment are categorized in three levels: low (0-33), middle (34-56) and high (57-100). Higher scores imply more organizational commitment. To investigate the reliability of Meyer and Allen's questionnaire, this research uses the method of internal coherence with Cronbach Alpha coefficient which is 0.87 for all instruments (0.82 for emotional commitment, 0.89 for continuous commitment and 0.75 for obligatory commitment). The stability of such instruments, by using the method of retest in 14 days, is $r=0.93$ for all instruments of organizational commitment and $r=0.93$ for emotional commitment, $r=0.89$ for continuous commitment and $r=0.87$ for obligatory commitment.

The "delegation by managers" questionnaire was designed by the researchers based on library studies and review of literature. First, 16 questions were designed and, in the process of investigating the formal validity, several corrections were made according to the ideas of authorities and the final 19-item questionnaire was designed by adding 4 questions and eliminating 1 question. These questions are organized on the basis of Likert's five-option scale (never (1 score), seldom (2 scores), sometimes (3 scores), most times (4 scores) and always (5 scores) and by selecting one of the options, the participants specify the rate of their agreement with each question. The scores of this questionnaire are classified into three levels of low (0-33), middle (34-56) and high (57-100). Higher scores imply more delegation. Formal and content validity of the questionnaire was evaluated by conducting a survey of authorities as following: first, it was given to ten faculty members of Shahid Beheshti, Tehran, Baghiatallah and Shahid Universities of Medical Sciences and then their corrective opinions were applied. Its reliability was evaluated by the method of internal coherence and stability of evaluation. To investigate the internal coherence of instruments, Cronbach Alpha coefficient was used (it is 0.95). Stability, evaluated by the method of test-retest in 14 days, is $r=0.75$.

"Herzberg's job satisfaction" questionnaire includes 43 questions about the condition of work, relation with colleagues, salary and benefits, job status, job security, control and supervising, managerial policy-making and relation with personal life in the Likert's four-degree scale (from least agreement [1] to most agreement [4]). This questionnaire was designed by Dant et al. (1996) on the basis of Fredric Herzberg's dual-factor theory. This questionnaire included 72 questions first, but its questions reduced to 43 by doing factor analysis with the factorial load of 0.55. With the method of Cronbach Alpha coefficient the reliability of this questionnaire is 0.92. This questionnaire was used by Monjamed et al. (2004) with Likert's four-degree scale and job satisfaction was classified into three level: low (0-33.3%), middle (33.4%-66.7%) and high (66.8%-100%). For

evaluating the validity, the content validity and for evaluating the reliability of instruments, the retest method were used that reliability coefficient was $r=0.87$.

Results

The results of this study show that 53.5% of participants are in the age group of 35-45 and the average age is 33. The average of nursing service record of studied clinical units is 8.17 years and 72.3% of participants have 1-10 years of service record and 85.4% have no record of management [Table 1].

Table 1. Demographic characteristics in the participants.

Variables	level	percent
age	24-34	25.8 %
	35-45	53.5 %
	45-56	16.5 %
	57-67	4.2 %
male (female)		10 % (90%)
single(married)		70.8 % (29.2%)
Degree of education	RN	90.8 %
	MS	9.2 %
Average working hours per week	1-30	2.7 %
	31-50	77.3 %
	51-70	16.5 %
	71-91	3.5 %
Managerial work experience	with	14.7 %
	without	85.3 %

The rate of delegation is low for 11.5% of studied units, middle for 52.7% of units and high for 35.8% of units (with the mean of 2.24 and standard deviation of 0.64). The rate of organizational commitment is low in 25% of units, middle in 53.5% of units and high in 21.5% of units (with the mean of 64.70 and standard deviation of 14.57). The rate of job satisfaction is low in 33.8% of units; middle in 56.2% of units and high in 10% of units (with the mean of 41.7 and standard deviation of 19.01) [Table 2].

Table 2. Level of delegation, organizational commitment and job satisfaction in participants.

Variables	Degree	Percent	Mean±SD
Delegation	Mild (0-33)	11.5	54.24±13.78
	Moderate (34-67)	52.7	
	Sever (67-100)	35.8	
Organizational commitment	Mild (0-33)	25	64.7±14.57
	Moderate (34-67)	53.5	
	Sever (67-100)	21.5	
Job satisfaction	Mil (0- %33.3)	33.8	41.7±19.1
	Moderate (%33.3 -%66.67)	56.2	
	Sever(%66.67-%100)	10.0	

The results of this study show that the rate of managers' delegation in the view of nurses as well as their organizational commitment and job satisfaction are at the middle level. There is a significant relationship between age, record of clinical work and delegation [Table 3].

Table 3. Correlation between demographic characteristics and delegation.

Variables		Age	Clinical Experience	Managerial work experience	Average working hours per week	Grade of Education
Delegation	correlation	0.128*	0.138*	0.066	-0.064	0.09
	significance	0.040	0.026	0.288	0.304	0.13

Also, the results show that there is a positive and significant relation between age, level of education, record of clinical work and organizational commitment whereas such relation does not exist between marital status and organizational commitment [Table 4].

Table 4. Correlation between demographic characteristics and organizational commitment.

* means significant ($P < 0.01$).

Variables		Age	Clinical Experience	Managerial work experience	Average working hours per week	Grade of Education
Organizational commitment	Correlation	0.15*	0.10	0.10	-0.18*	-0.04
	significance	0.01	0.07	0.080	0.01	0.50
emotional commitment	Correlation	0.20*	0.18*	0.10	-0.12*	0.001
	significance	0.001	0.003	0.09	0.04	0.99
continuous commitment	Correlation	0.04	0.004	0.08	-0.11	-0.05
	significance	0.46	0.95	0.17	0.056	0.37
obligatory commitment	Correlation	0.13*	0.10	0.08	-0.14*	-0.05
	significance	0.03	0.10	0.20	0.02	0.38

There is no significant relation between age, marital status, level of education, record of clinical work and job satisfaction [Table 5].

Table 5. Correlation between demographic characteristics and Job satisfaction

Variables		Age	Clinical Experience	Managerial work experience	Average working hours per week	Grade of Education
Job satisfaction	correlation	-0.047	-0.043	0.042	-0.060	0.102
	significance	0.455	0.486	0.498	0.333	0.102

but the analysis of data shows that there is a mutual positive relation between organizational commitment and job satisfaction. The results of this study show that there is a mutual relation between organizational commitment and delegation to the extent that more delegation by managers increases organizational commitment of nurses and by the increase in nurses' commitment and sense of attachment to organization the managers raise the level of delegation ($P < 0.01$). But there is no significant relation between delegation and job satisfaction [Table 6].

Table 6. Correlation between delegation, organizational commitment and job satisfaction in participants

Variables		Delegation	Job satisfaction	Organizational commitment	emotional commitment	continuous commitment	obligatory commitment
Delegation	Correlation	1	.064	.280**	.313**	.073	.298**
	significance		.301	.000	.000	.301	.000
Job satisfaction	Correlation	.064	1	.415**	.418**	.175**	.425**
	significance	.301		.000	.000	.005	.000
Organizational commitment	Correlation	.280**	.415**	1	.871**	.739**	.863**
	significance	.000	.000		.000	.000	.000
emotional commitment	Correlation	.313**	.418**	.871**	1	.405**	.710**
	significance	.000	.000	.000		.000	.000
continuous commitment	Correlation	.073	.175**	.739**	.405**	1	.445**
	significance	.240	.005	.000	.000		.000
obligatory commitment	Correlation	.298**	.425**	.863**	.710**	.445**	1
	significance	.000	.000	.000	.000	.000	

** means significant (P<0.01).

Discussion

In this study, the rate of managers' delegation in the view of nurses is 52.7%, i.e. at middle level. Various reasons can be suggested for this matter. One of the reasons can be managers and heads of hospitals' lack of knowledge about delegation, as in the study by Kalisch et al. most nursing managers had no knowledge of delegation and they suggested the inappropriate promotion of nurses to the position of management as the reason for such matter [12]. In this regard, Ellis says "nurses have not learned the skills of delegation and it is necessary for them to learn that. Like other skills, delegation can be learned via a teaching program" [13] regarding the necessity of teaching delegation, Marquis and Huston say "delegator and delegated need instruction, skill and experience. Another reason can be the manager's lack of trust in employees. The other reason can be the little importance of delegation in the view of managers" [14]. As the study by Verdi et al. shows, among six influential structural factors in the productivity of human resources, "the appropriate and reasonable distribution of human resources in different parts" is of most importance in managers' view, whereas "more delegation to perform certain tasks" is of least importance in improving the productivity of human resources [15]. But, regarding the complexity of organizations and managers' restrictions of time and specialty, they should understand the value of delegation and apply it in their work. Huston thinks that it is an important managerial index which, though having many advantages has not yet been taught properly in nursing management [16]. As a managerial tool, delegation can have positive effects on job satisfaction. However, different studies suggest that such effects are conditioned by cultural features and the relevant organization [7,9,11]. This research shows that despite the fact that American and European studies introduce delegation as a factor influencing job satisfaction, this factor has no positive correlation with job satisfaction, and such finding is in line with the results of Pellegrini and Scandura studies in Turkey and Chen and Aryee study in China. The effectiveness of this factor may be dependent on organizational culture and traditionalism because employees working in a culture with long power distance (Asian countries), expect managers to accept the responsibility of all tasks and have less delegation [9,11]. Another reason for this negative correlation can be traditionalist attitude in management because in this attitude the person shows much respect for his superior and such respect is one of the basic aspects of this attitude. Thus, Chen and Aryee relate working in an organization with long power distance

to traditionalist attitude [11]. Iran can be considered as a country with such culture because there are more cultural similarities between Iran and Turkey and China (having Eastern culture) than American and European countries. Hence, in such culture, employees accept the difference in position and expect to be guided as subordinate in doing their tasks. The results of Kafami et al. study also show that there is no significant relation between delegation and job satisfaction, which is in line with the results of this study [17]. In this study, the rate of nurses' job satisfaction is at the middle level and there is no significant relation between age, marital status, level of education, record of clinical work and record of managerial work which is in line with the results of Jahani et al. study and Illopuolos and Priporas study.

This matter shows that other factors are influential in the job satisfaction of employees so that the results of Masoud Asl et al. study imply that paying attention to and planning for affording the six elements of suitable conditions in working environment, job security in the organization, official policies and regulations, sufficient salary, sense of commitment and attachment to work can be influential in improving the performance of employees. Among sanitary factors, the supervisor's lack of competence has the most influence and side benefits in work have the least influence in creating discontent among employees [18].

The results of Jahani et al. study show that raising and paying the income and benefits of work hardness on time as well as creating welfare facilities are necessary for improving the job satisfaction of employees. Job satisfaction has no significant relation with age, record of work and the number of family members [19].

Illopuolos and Priporas state that job position, monetary status and level of education have significant relation with job satisfaction whereas there is a reversed and weak relation between age and job satisfaction [20].

The results of this study show that the rate of organizational commitment is 53.5%, i.e. at the middle level. Such finding is in accordance with the results of Mossadegh Raad study [18]. Roohi's study shows that 75.1% of nurses have middle organizational commitment [21]. Abili reports 75.68% as the average of organizational commitment of nursing staff which implies approximately good organizational commitment [22]. Talebpour shows that 8.5% of staff has low and very low organizational commitment and just 35.6% of staff has high organizational commitment. The rest of staff are in the middle level [23].

The notable point is that in the mentioned studies the rate of commitment is middle to high, whereas in the present research simply 21.5% of staff has high organizational commitment and 25% have low commitment which is a contemplating issue. Since different factors are influential in promoting the organizational commitment of staff, it seems necessary that managers increase nurses' sense of attachment and organizational commitment by considering factors such as delegation, elucidation of responsibilities, proper evaluation of staff's performance etc and, by holding instructive courses, not only improve their capacities but also promote the quality of sanitary and therapeutic services.

Also, Seyyidi's study shows that participatory atmosphere has positive relationship with organizational commitment and there is negative correlation between commitment and job's giving up. Seyyidi shows that managers' more delegation to employees increases participation and commitment of employees [24]. Scott Christopher describes trust as the requirement for increasing the level of organizational commitment and he believes that increase in the trusting level of employees triggers the increase in employees' organizational commitment [25].

The results of present study imply the positive correlation between the two variables to the extent that an increase in the managers' delegation raises the rate of nurses' organizational commitment and by the increase of nurses' commitment and sense of attachment to the organization the rate of managers' delegation rises. It seems that more delegation by managers causes nurses to overlook some shortcomings of the organization and prevents the decrease in their commitment and vice versa. This matter can be an opportunity for organizations. In other words, by more concentration on delegation, managers can increase organizational commitment of employees and such increase in nurses' commitment and sense of attachment to the organization can increase their satisfaction.

The results of this study show that there is a mutual and positive relation between organizational commitment and job satisfaction, which is in line with the results of Roohi et al. study and Nhryr et al. study [21,26].

Since manpower is considered as the capital of organization, managers should pay more attention to the needs of employees in order to use such kind of capital efficiently. By increasing the rate of job satisfaction and consequently increasing employees' commitment to the organization, the managers use the obtained opportunity as a permanent investment for the organization. the significant impact of urbanization on cancer morbidity requires more effort and planning by policymakers and administrators in order to reduce risk factors such as pollution in urban areas and ensure proper nutrition recommendations are made [27].

Conclusion

Since nowadays managers have various and a complex task, delegation in management is a necessity. The studies carried out in Iran show that managers do not have enough knowledge about advantages and disadvantages of delegation and this study shows that there is a direct relationship between organizational commitment and delegation. Thus, since organizational commitment leads to the increase of performance, efficiency and effectiveness of organization, it seems that managers need sufficient instruction in the field of delegation.

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