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Correlation between nursing managers' delegation and nurses' organizational commitment from the viewpoint of nurses working in teaching hospitals of Isfahan university of medical sciences (year 2012)

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ABSTRACT

The aim of this study is to determine the correlation between nurse managers' delegation and nurses' organizational commitment in the view of nurses. Nowadays improvement of the performance, efficiency, and effectiveness of organizations require capable and committed employees. In Iran, there is not any survey of the correlation between delegation and organizational commitment. This study is a descriptive – correlation study. Statistical data in this research includes nurses (2120 members) of teaching hospitals of Isfahan University of Medical Sciences out of which 260 nurses were selected randomly. Data collection tools in this research are two questionnaires: the first one is "Delegation by Managers" designed by researchers, and the other one is "Allen and Meyer's organizational commitment". The data has been analyzed by statistical software named SPSS version 19. findings of the study show that the nurses' perspective (view) about delegation is 52.7%. In other words, it is in average level and organizational commitment is 53.5%. This study demonstrates the positive correlation between

two variables. Increase in delegation principle raises organizational commitment ($r=0.29$, $p<0.01$). Given the importance of delegation, it seems that managers need instruction in this field. Since committed nursing employees are involved in the promotion of clinical services' quality, the managers can promote the quality of medical care via proper delegation.

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1. Introduction

Delegation means handing over the tasks to others or conducting the performance of tasks by one person or more in order to attain organizational aims (Marquis, Huston 2009, P.430). Such issue is important because when activities and tasks are very centripetal, the employees just do daily and monotonous tasks (Sadegh pur 2004, P.43). But, via delegation and participation in making decisions, the employees have a closer feeling toward the organization and their feeling of commitment to it rises (Ergeneli et al. 2007). As an attitude, organizational commitment means strong tendency to remain in the organization, working extraordinarily for it and firm belief in accepting its values and goals (Yang, Chang 2008). The presence of committed manpower in each organization, while reducing delay, absence and displacement (Aubé et al. 2007), increases notably the operation of organization, spiritual happiness of employees and realizes better the aims of the organization (Lee, Peccei 2007). The lack of commitment feeling and low commitment have negative consequences such as the reduction of productivity, giving up the work (Tallman, Bruning 2005), absence, delay, reluctance to remain in the organization, reduction of clients' trust and decrease of organization's income (Robbins 2004, P.72). Since the relation between delegation and organizational commitment in Iran has not yet been investigated, the aim of this research is to determine the correlation between delegation by managers and organizational commitment of nurses from the viewpoint of nurses.

In a qualitative study, Abedi et al. (2006) try to explain the delegation experiences of nursing managers in four selected hospitals of Isfahan University of Medical Sciences. The results of this study show that, though having long record of management, none of the managers had proper and principled experience of delegation.

In another study, Maleki et al. (2011) investigate the correlation between the managers' delegation and the manner of instructing the employees in the hospitals of Qom province. The results of this study show that the managers' delegation leads to the motivation of employees and speeds up organizational communications.

In a study by Abbaszadeh and Rezai (2010), the degree of delegation in the Institute of Commercial Research and Studies is evaluated. The results show that delegation is at the middle level in that organization. The participants in this research enumerate the following as the most important reasons for the lack of delegation: the lack of macro strategy, ambiguity in the regulations and instructions of delegation, not paying attention to the teaching of employees and lack of proportion between authorities and newly-transferred responsibilities.

Rouhi et al. (2011) and Nahrir et al. (2010) investigate the correlation between job satisfaction and organizational commitment of nurses. Their studies show the positive correlation between these two items.

In another study, al-Husami (2008) explores the relation between nurses' job satisfaction and organizational commitment, individuals understanding of organizational supports, the style of participatory leadership, transformational leadership and the level of education. The results show that there is positive correlation between job satisfaction and organizational commitment. Also, there is positive correlation between dependent variable, i.e. job satisfaction, and independent variables, i.e. level of education (91%), participatory leadership (34%) and transformational leadership (0.8 %), and the organizational supports show the most relation and transformational leadership shows the least relation.

2. Methodology

This research is a descriptive-correlation research in which 260 nurses of teaching hospitals of Isfahan University of Medical Sciences are studied by the method of accidental classification. For gathering data, the

questionnaires of “delegation by managers” (designed by researchers themselves) and “Meyer and Allen’s organizational commitment” are used. Meyer and Allen’s questionnaire consists of 24 questions in which the first eight questions cover emotional commitment, the next eight ones are about continuous commitment and the last eight ones cover obligatory commitment. These questions are organized on the basis of Likert’s scale which has five options: strongly disagree (1 score), disagree (2 scores), do not know (3 scores), agree (4 scores) and strongly agree (5 scores). By selecting each of the options, the participants identify the rate of their agreement with each of the questions. The range of scores 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 $r=0.82$ for obligatory commitment.

The questionnaire of “delegation by manager” was designed on the basis of 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 identify the rate of their agreement with the question. The scores of this questionnaire are classified into three levels of low (0-33), middle (34-67) and high (68-100). 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 $r=0.75$.

3. Findings

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 ± 6.79 years and 72.3% of participants have 1-10 years of service record and 85.4% have no record of management. The rate of delegation is as following: low for 11.5% of studied units, middle for 52.7% of units and high for 35.8% of units (average of 54.24 ± 13.78). The rate of organizational commitment is low in 25% of units, middle in 53.5% of units and high in 21.5% of units (average of 64.7 ± 14.57). The average of obligatory commitment of nurses is more than the average of their continuous and emotional commitments. Also, the findings show that there is positive correlation between delegation and organizational commitment.

4. Discussion

The results of this study show that the rate of managers’ delegation from the viewpoint of nurses is 52.7%, i.e. at middle level. A number of reasons can be suggested for this matter. It seems that managers and heads of hospitals’ lack of knowledge about delegation can be one of such reasons, as in the study by Kalisch et al. most nursing managers had no knowledge of delegation which may be due to the selection of nursing managers without having standard criteria and not instructing them about delegation (Kalisch et al. 2009). In this regard, Ellis says “nurses have not learned the skills of delegation and it is necessary for them to learn that (Ellis, Hartley 2008). Like other skills, delegation can be learned via a teaching program”. In a study by Taheramuz it was identified that, due to the mutual influence of instruction and service, it is necessary that the course of management, especially the principle of delegation, is included as a syllabus in different academic disciplines, especially nursing (Taher amuz 2003). On the other hand, for removing probable weaknesses of executive managers in this regard, instructing courses during work with the aim of bringing about work satisfaction and interest should be held. Marquis and Huston (2009) say “both delegator and delegated need instruction, skill and experience”.

Another reason can be the manager's lack of trust in employees, as the results of Gordon's study confirm this (Gordon 2003, P.43). In fact, the reasons for lack of delegation by managers are: distrust of employees' abilities, the feeling of not having power and influence over employees and little importance of this matter in their view.

Another reason for the middle rate of delegation by managers can be the little importance of this issue in their view. As the study by Verdi 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 (Verdi 2009). 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 2009). In a study by Sharifzadeh and Nuri about the criteria for determining the desired degree of centralization and decentralization in bank branches, the researchers conclude that decentralization and delegation lead to faster and more service to as well as more consent of clients (Sharifzadeh, Nuri 2004).

In the view of present article's authors, delegation is one of the important managing factors which, though having many advantages, has not yet been taught properly and sufficiently in nursing management.

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's study (Mossadegh Raad 2005). Ruhi's study shows that 75.1% of nurses have middle organizational commitment (Roohi et al. 2011). In a study, Abili reports 75.68% as the average of organizational commitment of nursing staff which implies approximately good organizational commitment (Abili, Nastizae 2009). Talebpour shows that 8.5% of staff have low and very low organizational commitment and just 35.6% of staff have high organizational commitment. The rest of staff are in the middle level (Taleb Por, Emami 2006).

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 have high organizational commitment and 25% have low commitment which is a contemplating issue.

Since different factors are influential in raising 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, Seyyedi's study shows that participatory atmosphere has positive relationship with organizational commitment and there is negative correlation between commitment and job's giving up. Seyyedi shows that managers' more delegation to employees increases participation and commitment of employees (Seyyedi, Izadi 2010).

The results of present study imply the positive correlation between the two variables under study 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. On the other hand, its decrease can be a threat for organization; that is, by the decrease in the rate of managers' delegation the rate of nurses' commitment and sense of attachment to organization decrease which can be manifested in a downward trend. Once, it was assumed that satisfying the needs of persons reduces the facilities and resources of the organization and, based on this, we should satisfy the least needs to reach the highest productivity. But such theory has been rejected nowadays and, today, experts of management believe that if the real needs of employees are not understood and satisfied properly, productivity in the organization will be reduced because positive attitude and interest in job cause more working efforts and consequently reduce the expenses (Roohi et al. 2011).

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 and by increasing the rate of job satisfaction and consequently increasing employees' commitment to the organization, the managers can use the obtained opportunity as a permanent investment for the organization.

5. Conclusion

Since nowadays managers have various and complex tasks, 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.

6. Relevance to clinical practice

Since committed nursing employees are involved in the promotion of clinical services' quality, the managers can promote the quality of medical care via proper delegation. Also manpower has an important role in the evolution and development of caring and curative affairs and nurses are among the most important elements for providing quality services, acquainting the students with the concepts of delegation and organizational commitment and their application in nursing during their study can make them ready for working in the organization.

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