

## Relationship between Job Involvement and Organizational Commitment among Staff Nurses

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### Abstract

**Background:** Managers are typically well aware that efforts to promote Job involvement are defined as the degree to which an employee is engaged in performing their work. Organizational commitment is an attitude related to loyalty and attention to organizations. **Aim:** this study aimed to explore the relationship between job involvement and organizational commitment among staff nurses. **Research Design:** A descriptive correlational design was used. **Setting:** The study was conducted at Fakous General Hospital. **Subjects:** the study subjects included (196) staff nurses. **Tools:** Data were collected by using two tools; job involvement Scale and organizational commitment questionnaire. **Results:** One quarter of the staff nurses had a high level regarding total job involvement. While less than one quarter of them had low level regarding total job involvement. More than one fifth of the staff nurses had a high level regarding normative commitment dimension. While more than one quarter of them had low level regarding Affective commitment dimension. **Conclusion:** there was a highly positive correlation between different dimension of job involvement and organizational commitment. **Recommendations:** Providing opportunity for staff nurses to participate in taking active decisions.

**Key words:** Job involvement, Organizational Commitment, Staff Nurses.

### Introduction

In today's rapidly changing corporate environment, organizations seek out to maximize the potential of their human resources to stay ahead of the fierce competition and survive in the middle of the quest. Well motivated and involved workforce feels that organization value them and they are playing an essential role within their organization which significantly enhance both employees as well as organizational performance. Motivated and committed employees with high levels of job involvement are considered as an important asset to an organization to be more productive and less labor turnover (*Mugiono et al., 2020*).

Job involvement is defined as the degree to which an employee is engaged in and enthusiastic about performing their work. Managers are typically well aware that efforts to promote job involvement among staff tend to pay off substantially since employees will be more likely to assist in furthering their company's objectives. Job involvement has been defined also as internalizing values of "goodness and importance of working" among people. It is a subjective condition that makes

people devoted to their work. It is a desirable feature that makes people spend energy and do their best in their work and organizational roles. It causes workers to enjoy their work and reduces their fatigue (*Gopinath, et al., 2020*).

Job involvement and grouped it into four diverse categories. These categories: 1) work as a central life interest, 2) active participation in the job, 3) performance as central to self-esteem, and 4) performance compatible with self-concept. In work as a central life interest, job involvement is thought of as the degree to which a person regards the work situation as important and as central to his/her identity because of the opportunity to satisfy main needs (*Sujono, Tunas & Sudiarditha, 2020*).

In active participation in the job, high job involvement hints the opportunity to make job decisions, to make an important contribution to organizational goals, and self-determination. Active participation in the job is thought to ease the achievement of such needs as prestige, self-respect, autonomy, and self-regard. In performance as central to self-esteem, job involvement implies that performance on the

job is central to his/her sense of worth (*Asrarul-Haq & Anjum, 2020*).

Organizational commitment is the employee's identification with a particular organization and his or her desire to maintain membership in the organization. Job involvement refers to the extent to which a person is interested in and committed to his or her assigned tasks (*Making & Sukeki, 2020*).

The commitment of employees to their organization is another important area in organizational research. Organizational commitment was defined as "the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization (*Kim et al., 2022*).

Nurses' perceptions of the general approach to organizational commitment is an important factor in understanding organizational behavior and a good predictor of nurse retention, job satisfaction and job performance. Increasing organizational commitment and job satisfaction are imperative in order to better maintain nursing staff (*Deno, 2021*).

Organizational commitment is the situation where individuals develop loyalty or commitment towards the organization, organizational commitment is addressed as believing and accepting the goals and values of the organization and exhibiting continuous willingness to maintain one's membership in the organization (*Hakami et al., 2020*).

Organizational commitment as the totality of normative pressures towards meeting organizational goals and interest. Organizational commitment was conceptualized into three components including; (1) affective commitment, (nurses' emotional connection to the organization), (2) continuance commitment, (perceived costs related to exit from the organization) and (3) normative commitment, (moral duty to stay in the organization (*Anari, 2022*).

Committed employees provide better performance and they usually exert more effort to find creative ways to increase their productivity. In addition, committed employees can perform needed work even with bad systems or less resources. Organization also has the advantage of improved relationships between its employees. Finally, committed employees adopt the goals and values of the organization in personal terms. This means that they are strong advocates for the services, and policies of the organization (*Sepahvand et al, 2023*).

### Significance of the study

Employees who have healthy work environment walk towards more efficiency and better working environment by applying all their energies. So that employees with high levels of job involvement are more satisfied with their job and more commitment. Job involvement not only increases the workers' job satisfaction, organizational commitment, organizational citizenship behavior, emotional attachment to the organization, voluntary actions beyond the job description, and participation in organizational decisions, but also reduces the desire to leave the job (*Alajmi & Al Mansour, 2019*).

The researcher observed that at General Fakous hospital, staff nurses complain from several issues as, they didn't participate in decision making concerned their work, their job didn't commensurate with their personal abilities didn't feel secure about their future career, didn't give a chance or opportunity to be responsible for the planning of their job, and didn't obtain appreciation about their contribution in their job. So, the researcher interested to assess the relationship between job involvement and organizational Commitment among staff nurses.

### Aim Of The Study

The study was aimed to explore the relationship between job involvement and organizational commitment among staff nurses.

**Research Question:**

What is the relationship between job involvement and organizational commitment among staff nurses?

**SUBJECTS AND METHODS**

This study aimed to explore the relationship between job involvement and organizational commitment among staff nurses.

**Research Question:**

What is the relationship between job involvement and organizational commitment among staff nurses?

**The methodology of this study was presented in four main designs as follow:**

- Technical design.
- Operational design.
- Administrative design.
- Statistical design.

**I. Technical design**

The technical design involved a description of the research design, setting, subjects of the study, and tools of data collection.

**Research design**

A descriptive correlational design was used to carry out this study.

**Setting**

The study was conducted at General Fakous Hospital that affiliated to Ministry of Health. It is located in El Sharkia Governorate. The hospital consists of three buildings with total bed capacity 172 beds. The hospital included Critical Care Units, Adult ICU, pediatric ICU, Hemodialysis Departments, Emergency Departments, Operating Room Units, Obstetric Department, digestive system department and pediatric department.

**Subjects of the study**

The subjects for the study were 196 out of 396 staff nurses. Their selections by simple random sample.

**Sample size:**

The study size was determined based on this equation.

$$n = \frac{Np(1-p)}{(N-1)(d^2/z^2) + p(1-p)}$$

**Sample size**

N= Population (300)

Z= confidence level 95% (1.96)

P= probability (50%)

d= margin of error (0.05)

So, sample size (n) = 196 (*Thompson, 2012*).

**Data collection Tools:**

The data for this study was collected by two tools namely; job involvement Scale and organizational commitment questionnaire.

**Tool I: Staff nurses Job involvement Scale:**

It was aimed to assess job involvement level among staff nurses. It divided into two parts:

• **Part I:** This part focus on data about staff nurses personal and job characteristics such as gender, level of education, age, marital status, and years of experience and attendance of training courses about job involvement.

• **Part II:** It was adopted from *Bader, (2017)* and modified by the researcher. It was consisted of (30 items) divided into four major dimensions.

**Table (1): Job Involvement Scale dimensions.**

| Domains                                    | No of items | Examples  |
|--|-------------|---|
| ▪ Work as a central life interest          | 7           | My job has a great value in my life.                          |
| ▪ Active participation in the job          | 11          | Most of my personal life goals are centered in my job.        |
| ▪ Performance compatible with self-concept | 7           | I participate my job despite lack of other's appreciation.    |
| ▪ Performance as central to self-esteem    | 5           | My job gives me the opportunity to innovation and creativity. |

**Scoring system:**

Responses of participants were measured on a 3 points Likert scale ranging from "1=rare" to "2=often" "3= always. Nurses considered highly involved if total score is more than 75% and Moderate involved when total score is ranged from 50% - 75% and low involved when total score is less than 50% (*Bader, 2017*).

**Tool II: Organizational Commitment Questionnaire:**

This tool was used to assess the level of organizational commitment among staff nurses. It was adopted from *Allen & Meyer (2011)* and modified by the researcher. It was consisted of 24 items covering three main dimensions as following:

**Table (2): Description of organizational commitment domains**

| Domains                  | No of items | Examples  |
|--------------------------|-------------|---|
| ▪ Affective commitment   | 8           | I enjoy discussing my hospital with people outside it.                            |
| ▪ Continuance commitment | 8           | Right now, staying with this hospital is a matter of necessity as much as desire. |
| ▪ Normative commitment   | 8           | Moving to work from hospital to hospital seems unethical to me.                   |

**Scoring system:**

Responses of participants were measured on a 5 points likert scale ranged from (Strongly

agree =5, Agree= 4, Neutral =3, Disagree =2, strongly disagree=1). Strongly agree was scored as "5", while strongly disagree was scored as "1". A score of 60% or higher in each dimension was considered low commitment. A staff nurse with high commitment in two or more of the dimensions was considered having high overall commitment (*Allen & Meyer 2011*).

**II. Operational Design**

The operational design for this study included three phases namely: preparatory phase, pilot study and field work.

**Preparatory phase:**

This phase started from May 2023 and completed at the end of June 2023, the researcher reviewed the national and international related literature, the material in textbooks & scientific journals were used in the study to be acquainted with study subject.

**Validity and reliability**

**Validity:** validity for preliminary form of the questionnaire was presented to a jury group for face and content validation. The jury group consisted of five experts in the field of nursing administration department three professors from Ain Shams University and two professors from zagazig University. The process involved their general or overall opinion about the tools of data collection. Each tool was assessed for its clarity, Comprehensiveness, Simplicity, understanding and applicability. According to the jury opinions modifications as rephrasing and adding or omission was performed by the researcher.

**Reliability:** Tools of data collection were examined through assessing their internal consistency by cronbach alpha. It represented in the following table:

**Table(3): Reliability score for data collection tools.**

| Data Collection Tools                   | No. of items | Cronbach alpha |
|---|--------------|----------------|
| Job involvement Scale                   | 30           | 0.972          |
| Organizational Commitment Questionnaire | 24           | 0.796          |

**Pilot study:**

The pilot study was carried out on 20 staff that represents 10% of the total of the study subjects. The aim of the pilot study was to examine the applicability of the tool, clarity of language, test the feasibility and suitability of the designated tools. It also served to estimate the time needed to complete the forms by each study subject and identifying potential obstacles and problems that may be encountered during data collection. The time for filling the questionnaires took around 25-35 minutes. The pilot study was conducted in October 2022. The study subjects who participated in the pilot were excluded from the main study samples.

**4-Field work:**

The fieldwork of the study took two months started in the June 2023 and completed at the end of July 2023. The researcher met the head nurse of each unit for determining the suitable time to collect the data from the staff in each unit. The researcher introduced herself to staff nurses in the workplace, explains the aim and component of the questionnaires and distributed the sheets to staff nurses in their work settings at different times and attended during the filling of the questionnaires to clarify any ambiguity and answer any questions. Data was collected three days per week at the morning and afternoon shifts. The researcher collected about 20 to 25 questionnaires every week and took about (30-40) minutes. The filled forms were handed back to the researcher to check each one to ensure its completeness.

**III. Administrative Design:**

To carry out the study, the necessary approvals were obtained. An official letter was issued from Dean of Faculty of Nursing, Ain Shams University, to obtain permission from

the hospital directors about conduction the study. The researcher met both hospital directors medical and nursing to explain aim of the study and get their approval to collect data and seek their support.

**Ethical consideration:**

Prior to the study conduction, Ethical approval was obtained from the Scientific Research Ethical Committee of the Faculty of Nursing at Ain Shams University. The subjects were informed about their right to withdraw at any time without giving any reason and the collected data kept confidential and used for scientific work only. Informal consent was obtained from each participant in the study.

**IV. Statistical Design:**

Data collected from the studied sample was revised, coded and entered using the computer software PC. Data entry and statistical analysis were fulfilled using the statistical package for social sciences (IBM SPSS 20.0). Data were presented using descriptive statistics in the form of frequencies, percentages for non-numerical data and mean, standard deviation (+ SD) for parametric numerical data. Also, using analytical statistics in the form of chi square test to examine the relationship between two qualitative variables. Using student t-test to assess the statistical significance of the difference of a parametric variable between means of two study groups (two independent group means). Statistical significant was considered at  $P < 0.05$ .

**Results****Distribution of the studied sample according to their personal characteristics (n=196).**

**Table (4)** showed that slightly more than half (56.2%) of staff nurses were less than 30 years old, majority (89.8%) of them were female, more than half (56.6%) of them had experienced 10-20 years, more than half (51%) of them had nursing diploma, (65.3%) were married, majority (76.5, 84.7%) of them didn't attend any training courses about organizational commitment, and job involvement

respectively, more than two thirds(74.4%) were lived in rural area.

**Table (5)** displayed that the more than one quarter (26.5%) of staff nurses had a high level regarding Work as a central life interest, and Performance compatible with self –concept dimension. While more than one quarter (27.6%) of them had low level regarding Performance as central to self-esteem dimension.

**Figure (1)** illustrated that one quarter (25.6%) of the studied nurses had a high level regarding total job involvement. While less than one quarter (23.3%) of them had low level regarding total job involvement.

**Figure (2)** revealed that the minority (11.7%) of staff nurses had a high level regarding total organizational commitment. While more than one third (35.7%) of them had low level regarding total organizational commitment

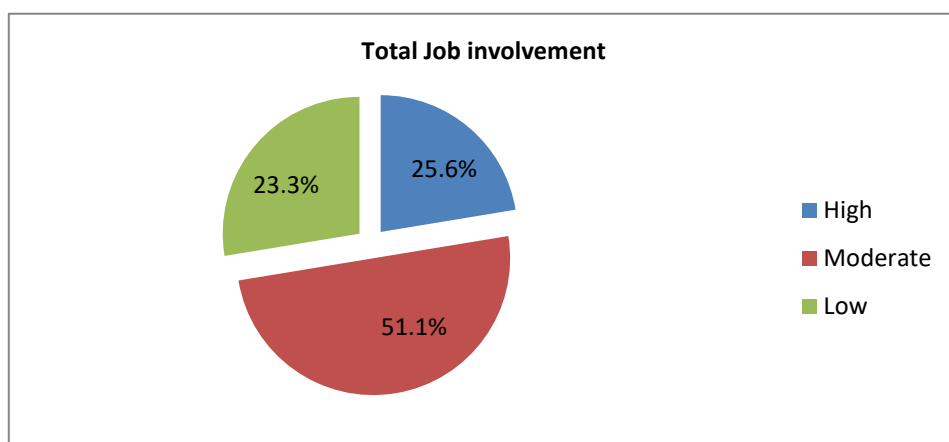
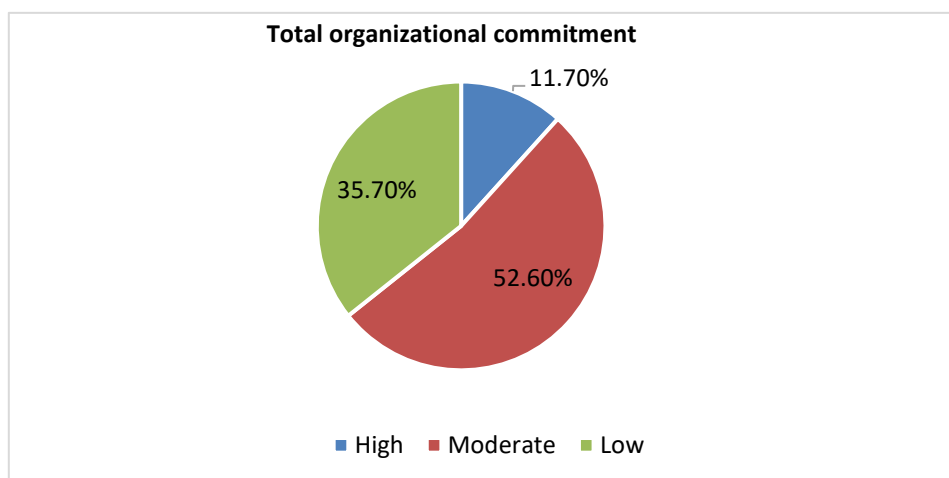
**Table (6):** It indicated that there was a highly positive correlation between different dimension of job involvement and organizational commitment among staff nurses at  $P<0.01$

**Table (4):** Number and percentage Distribution of personal characteristics of studied sample (N= 196).

| Personal characteristics                          |             | No. | %    |
|---|-------------|-----|------|
| Age   |             |     |      |
| < 30 years  |             | 110 | 56.2 |
| 30-40      30-40 years                            |             | 76  | 38.7 |
| More than 40 years                                |             | 10  | 5.1  |
| Mean± SD  | 34.33± 4.97 |     |      |
| Gender  |             |     |      |
| Male  |             | 20  | 10.2 |
| Female  |             | 176 | 89.8 |
| Years of experience                               |             |     |      |
| Less than 10 years                                |             | 38  | 19.4 |
| 10 years to 20 years                              |             | 111 | 56.6 |
| More than 20 years                                |             | 47  | 24   |
| Mean± SD  | 7.24± 3.25  |     |      |
| Qualification                                     |             |     |      |
| Nursing Diploma                                   |             | 100 | 51   |
| Technical Health Institute                        |             | 25  | 12.8 |
| Bachelor degree                                   |             | 51  | 26   |
| Postgraduate degree                               |             | 20  | 10.2 |
| Marital status                                    |             |     |      |
| Married   |             | 128 | 65.3 |
| Unmarried   |             | 30  | 15.3 |
| Divorced  |             | 38  | 19.4 |
| Training courses about Organizational commitment: |             |     |      |
| Yes   |             | 46  | 23.5 |
| No  |             | 150 | 76.5 |
| Training courses about Job involvement            |             |     |      |
| Yes   |             | 30  | 15.3 |
| No  |             |     |      |
|   |             | 166 | 84.7 |
| Residence place                                   |             |     |      |
| Urban area  |             | 50  | 25.5 |
| Rural area  |             | 146 | 74.4 |

**Table (5):** Number and Percentage Distribution of the Studied Nurses regarding total Job Involvement Dimensions (N= 196)

| Total Job Involvement Dimensions |             | High |      | Moderate |      | Low |      |
|----------------------------------|-------------|------|------|----------|------|-----|------|
|                                  |             | No   | %    | No       | %    | No  | %    |
| 1. central life interest         | Work as a   | 52   | 26.5 | 92       | 47   | 52  | 26.5 |
| 2. participation in the job      | Active      | 45   | 22.9 | 103      | 52.6 | 48  | 24.5 |
| 3. compatible with self –concept | Performance | 52   | 26.5 | 96       | 49   | 48  | 24.5 |
| 4. as central to self-esteem     | Performance | 44   | 22.4 | 98       | 50   | 54  | 27.6 |

**Figure (1):** Percentage distribution of studied Nurses regarding their total level of Job involvement (N= 196)**Figure (2):** Percentage distribution of studied nurses related total organizational commitment (N=196)

**Table (6):** Correlation between job involvement and organizational commitment dimensions among the staff nurses.

| Organizational commitment | job involvement                   |          |                                    |          |  |          | D. Performance as central to self-esteem. |          |
|---------------------------|-----------------------------------|----------|------------------------------------|----------|--|----------|---|----------|
|                           | A-Work as a central life interest |          | B- Active participation in the job |          | C- Performance compatible with self –concept |          |   |          |
|                           | R                                 | P        | R                                  | P        | R  | P        | R   | P        |
| Affective commitment      | 0.271                             | 0.002**  | 0.249                              | 0.004**  | 0.283  | <0.001** | 0.249*                                    | 0.004**  |
| Continuous commitment     | 0.367                             | <0.001** | 0.294                              | 0.001**  | 0.262  | <0.001** | 0.294*                                    | 0.001**  |
| Normative commitment      | 0.324                             | <0.001** | 0.428                              | <0.001** | 0.370  | <0.001** | 0.428*                                    | <0.001** |
| Overall                   | 0.468                             | <0.001** | 0.378                              | <0.001** | 0.303  | <0.001** | 0.378                                     | <0.001** |

**R:** Pearson coefficient

**P: (\*\*) Highly statistically significant at  $P < 0.01$**

## Discussion

Job involvement has been defined as internalizing values of “goodness and importance of working” among people. It is a subjective condition that makes people devoted to their work. It is a desirable feature that makes people spend energy and do their best in their work and organizational roles. People with high levels of job involvement tend to be satisfied with their jobs and highly committed to their careers, professions, and employing organizations (*Akin et al, 2020*). Job involvement not only increases the workers’ job satisfaction, organizational commitment, organizational citizenship behavior, emotional attachment to the organization, voluntary actions beyond the job description, and participation in organizational decisions, but also reduces the desire to leave the job (*Pratiwi, 2020*). So, this study aims to explore the relation between job involvement and organizational commitment among staff nurses. Concerning number and percentage distribution of the studied nurses regarding their total job involvement dimensions, the finding of the current study clarified that more than one quarter of staff nurses had a high level regarding Work as a central life interest, and Performance compatible with self –concept dimension. While more than one quarter of them had low level regarding Performance as central to self-esteem dimension

From researcher point of view this result due to the nurses in the hospital spend a long time in work and become overwhelmed of work

as a center of their life. Also, hospital administration gives nurses opportunity to growth and self-development through frequent training program and strongly involved nurses in hospital decision making.

This result was agreed with *Hassan et al. (2022)*, who studied Effects of Head Nurses’ Leadership Behaviors and Social Intelligence on Staff Nurses’ Job Involvement. They found that around two thirds of the studied sample had a high level regarding work as a central life interest.

Also, consistent with the study conducted by *Umiriyana, Cahyono & Puspaningrum, (2020)*. Who studied the relationship between organizational justice and job involvement on nurse’s organizational citizenship behavior (examining the mediating role of organizational commitment)? And found that highest level of job involvement regarding performance compatible with self- concept.

Regarding percentage distribution of studied nurses and regarding their total level of job involvement. The result of the current study revealed that more than half of them had a moderate level regarding total job involvement. From researcher’s point of view this may be due to nurses have a high want action and achievement try and be additional concerned within the tasks and activities through accepted larger responsibilities and taking higher risks to succeed in their goal of achieving success.



This result was agreed with *Hassan et al. (2022)*, who studied Effects of Head Nurses' Leadership Behaviors and Social Intelligence on Staff Nurses' Job Involvement. They found that around two thirds of the studied sample had moderate level regarding total job involvement.

This result is inconsistent with those of *Saad, Abd El-Moneim & Abd Allah (2021)*. Who conducted their study about Professional Nursing Practice Environment: The Pathway to Job Involvement and Readiness to Change among Staff Nurses?

Regarding staff nurses level regarding total dimensions of organizational commitment, the result of the current study revealed that clarifies that reveals that the two thirds of studied sample had moderate perception level to continuance commitment, more than one fifth of staff nurses had a high level regarding normative commitment dimension. While more than one quarter of them had low level regarding Affective commitment dimension.

This finding may be attributed to this reflect their affective connection to their work setting, which could be related to close relationships with colleagues, and even friendship relations.

This result on disagreement with *Abdelhaleem, (2023)*. Who conducted a study titled by the relationship between organizational justice and organizational commitment among staff nurses? Who found that more than three-fourths of them were having a high level of affective commitment Also, This result inconsistent with *Donovan & Payne, (2021)* who found that were having a high level of normative commitment.

Regarding Percentage distribution of studied nurse's related total organizational commitment, the finding of the current study revealed that minority of staff nurses had a high level regarding total organizational commitment. While more than half of them had moderate level regarding total organizational commitment. this result attributed to the nurses not totally satisfied with their jobs, accordingly high commitment was found among about one third of the studied staff nurses who gives

sufficient belief to say that if they find a good offer elsewhere they will leave their hospital, it may be related to lack of support from their supervisors, incompatible salary and incentives with their efforts.

This result on agreement with *Hassan, Ahmed & Hussein, (2022)*. Who conducted a study titled by perspective of teamwork effectiveness and its relation with job attraction and organizational commitment among staff nurses? Who found that more than half of studied staff nurses had moderate level of organizational commitment?

On the dissimilar with result reported *Saeed, AbdElazeem & Badran, (2023)*. Who studied relationship between marketing of nursing profession and organizational commitment among staff nurses and reported more than three quarter of study sample had low level regarding total organizational commitment.

Regarding correlation between job involvement and organizational commitment dimensions among staff nurses, the finding of the current study indicates that the there was a highly positive correlation between different dimension of job involvement and organizational commitment among staff nurses.

From researcher point of view, this is may be attributed to Job involvement would not only result in timely presence at work, employees' feeling of success in their job, and a sense of goal attainment and optimism about the organization but also would lead to the belief of congruency between personal and organizational goals.

This finding are in the same line with, *Akın et al. (2020)* who studied Effect of Job Involvement, Organizational Commitment and Satisfaction on Turnover Intention and found that a highly positive correlation between different dimension of job involvement and organizational commitment.

Regarding Correlation between Total of job involvement and organizational commitment among staff nurses, the finding of the current study revealed that illustrates that

there was a highly positive correlation between total of job involvement and organizational commitment among staff nurses.

From researcher point of view, Job involvement refers to the degree to which an employee can be identified with a particular job in an organization. Organizational commitment refers to the attachment an individual gets while performing their duties. These three entities are related since they determine the employee turnover in an organization.

This finding is in the same line with, *Albooghobeish et al. (2023)* who studied Multi-Method Approach of Teaching Professional Ethics to Improve Organizational Commitment and Job Involvement and found that a highly positive correlation between total of job involvement and organizational commitment among staff nurses.

## Conclusion

**The results of this study can be concluded that:**

One quarter of studied nurses had a high level regarding total job involvement. While less than one quarter of them had low level regarding total job involvement meanwhile, the minority of staff nurses had a high level regarding total organizational commitment. While more than one third of them had low level regarding total organizational commitment. Additionally, there was a highly positive correlation between different dimension of job involvement and organizational commitment dimensions among staff nurses.

## Recommendations

**In the light of the results of this study, the following recommendations are suggested:**

- Administrators must adopt an open-door policy. This will provide employees the opportunity to freely express their views without being reprimanded.

- Nurse Managers need to be emotionally intelligent and more open-minded when dealing with their staff

- Provide Training program that increase awareness about job involvement and how it affect nurses performance job involvement

- Managers must create trust by communicating relevant and accurate information to the employees and treat employees with respect and dignity

- Provide opportunity for staff nurses to participate in taking active decisions in the organization.

- Provide spiritual, trustful and friendly work environment for creating emotional relationship with employees and commitment.

- Policy makers should consider enhancing the organizational commitment of nurses to be an organizational issue that requires the development of strategies to recruit, attract and retain committed nurses

## Further researches are suggested as:

a.Evaluating the relationship between workplace incivility and organizational commitment among staff nurses.

b.Evaluate the relationship between leader member exchange and job involvement.

c.Investigating the factors that affect commitment and involvement of nursing profession.

d.Examining the effect of work environment, job security on organizational commitment.

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