A Study on Relationship between Training and Organizational Commitment among Nurses in Hospital Sultan Abdul Halim, Sungai Petani, Kedah

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ABSTRACT

The purpose of this study is to gain a better understanding of the relationships between training and organizational commitment of nurses at Hospital Sultan Abdul Halim, Sungai Petani, Kedah. This study focuses on investigates the most significant effect towards frequency of training, perceived organizational support for training, and motivation to learn from training. Research was conducted through a survey instrument consisting of demographic, training, and organizational commitment questions. Participants in the research included 132 nurses who worked at Kenanga's Ward in the Hospital Sultan Abdul Halim, Sungai Petani, Kedah. Responses from the survey were statistically analyzed with cronbach's alpha, descriptive statistics, pearson correlation, and multiple regression analysis. Further, results of the study indicate to have a significant relationship to organizational commitment. The findings of this study can be use to improve organizational effectiveness and provide guidelines for future researchers to do research based on this particular topic.

Keywords: *Frequency of training, Motivation to learn, Organizational Commitment, Perceived Organizational Support, Training*

INTRODUCTION

It is in the interest of an organization to retain employees and minimize turnover. In fact, the organization should influence their employees for training to increase organizational commitment. Employee turnover or employee that leaves the organization represents a critical problem in terms of loss of talent and additional recruitment (Loi, et al., 2006 cited by Guchait, P., 2007). The cost of turnover adds hundreds or thousands of money loss to a company including hiring costs and productivity loss. A quotation made by industry experts estimating 25% of the average employee salary as a conservative estimate of the turnover costs (Guchait, P., 2007). Generally, we can determine that employee turnover has become a major problem for every company to gain better profit. Subsequent with employee turnover is employee absenteeism that sooner or later would lead to turnover. In Malaysia, according to data collected in Hewitt's 2007 Total Compensation Management survey, the average employee turnover rate is 18%. The percentage may seem minimal but the cost incurred is far greater when calculated. Therefore, one solution found by past researchers in combating turnover is by increasing employee's organizational commitment.

Organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in a particular organization (McShane, S. L. and Glinow, M. A. V., 2008). In this study, organizational commitment is the dependent variable whereby training has been identified as the independent variable which leads to organizational commitment. Past researches have made significant discovery concerning how organizational commitment can improve job performance, increased in organizational's effectiveness, reduced absenteeism and intention to leave (Meyer and Allen, 1997, and Mowday, 1998 cited by Mathebula, M. R. L., 2004). Training has been divided into three training variables which are frequency of training, perceived organizational support for training, and motivation to learn from training. Frequency of training can be defined as assess the number of different types of training events employees had participated (Bartlett. K., & Dae-Soek Kang, 2004), while perceived organizational support is the idea that employees form global beliefs concerning the extent to which the organization values their contribution and well being (Eisenberger *et al.* 1986 cited by Kyle Ristig) and motivation to learn is the internal drive directing behavior towards some end. Motivation

can be defined as the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior (McShane, S. L. and Glinow, M. A. V., 2008).

METHODOLOGY

The sample size is the actual number of subjects chosen as a sample to represent the population characteristics. While population is the entire group of people, events, or things that the researcher desires to investigate (Sekaran, U., 2003). In this research, the sample size is 132 which gathered from the overall of 200 number of population of nurses at Kenanga's Ward, Hospital Sultan Abdul Halim, Sungai Petani, Kedah (HSAH).

N	S
180	123
190	127
200	**132**
210	136
220	140

*Source Uma Sekaran: Sample Size Table

The population for this study was registered nurses employed in Hospital Sultan Abdul Halim, Sungai Petani, Kedah. As we can see from the table above, the total number of nurses for the population is 200. There are three wards in Hospital Sultan Abdul Halim, Sungai Petani, Kedah where all the nurses are working. For this study, we focused on Kenanga's Ward whereby all the nurses in the ward dealings with many patients and they are obliged to take on training for them to be able to work in the area. They struggled to perform well in order to help and dealing with patients' and therefore they think it is crucial for them to take on training. They constantly available at the ward and some times have to send the patients in other areas.

The objective of this study is to investigate the frequency of training, perceived organizational support for training and motivation to learn from training that has the most significant effects toward commitment of the

employees to organization. Moreover, the study also identifies the relationship between frequency of training, perceived organizational support for training and motivation to learn from training towards organizational commitment among the nurses in Hospital Sultan Abdul Halim, Sungai Petani, Kedah.

Data Collection

The data collected for this research comprises of primary data and secondary data. Primary data is data collected firsthand for subsequent analysis to find solutions to the problem researched (Sekaran, U., 2003). In this research, we use a self-administered questionnaire to be distributed to the respondents through random selected of the nurses at Kenanga's Ward in Hospital Sultan Abdul Halim, Sungai Petani, Kedah for this particular study. The questionnaire has been divided into 2 sections which are Section A for demographic questions and Section B for questions regarding the variables.

Section A : Demographic Questions
This section gathers about the background and basic information of the respondent such as the gender, age, position, level of education, and etc.

Section B : Questions regarding variables
This section concerns about the variables which are frequency of training, perceived organizational support for training, motivation to learn from training and organizational commitment.

While secondary data is data that have already been gathered by researchers, data published in statistical and other journals, and information available from any published or unpublished source available either within or outside the organization, all of which might be useful to the researcher (Sekaran, U,. 2003). The advantage of seeking secondary data sources is savings in time and costs of acquiring information. In this research, the information collect through the books, articles and journals related this research for example, articles from the website such as Emerald Intelligence.

Data Analysis

Before conducting an analysis to test the hypotheses, the data were examine for its normality, linearity, and outliers. Multicollinearity in regression models occur due to unacceptably high level of intercorrelation among the independent variables (Guchait, P., 2007). Multicollinearity among variables was examined before conducting multiple regression analysis using tolerance levels. According to Uma Sekaran (2003), objectives of data analysis are getting a feel for the data, testing the goodness of data and testing hypotheses developed for the research. It will elaborate on the various statistical tests and the interpretation of the results of the analyses, using the SPSS Version 16.0.

Cronbach's Alpha

The Cronbach's Alpha reliability coefficient of three independents and dependent variable will obtain. For example, in measuring frequency of training will be assessed on a five-point scale. The Likert Scale using five point scale such as:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Descriptive Statistics

Descriptive statistics such as maximum, minimum, means, standard deviations, and variance were obtained for the interval-scaled independent and dependent variables (Sekaran, U., 2003). It is conducted to describe the demographic characteristics of the respondents such as gender and age.

Pearson Correlation

Pearson correlation coefficient is appropriate for interval- and ratio-scaled variables whereby it is important to measure the interrelationships between variables (Sekaran, U., 2003). A Pearson correlation matrix will indicate the direction, strength and significance of the bivariate relationships of all the variables in the study. It can only be used to measure between 2 variables only. From the analysis we can know whether two variables have relationship when value p is below 0.05. In this study, we want to measure the relationships between independent variables and dependent variable. For

example, we examine the relationship between frequency of training and organizational commitment using Pearson correlation.

Multiple Regression Analysis

This type of analysis is used to identify the most significant factor that would lead to higher organizational commitment. Hierarchical multiple linear regressions will be used to address research objectives and to examine hypotheses. Normal probability plots were examine to evaluate multivariate normality of the variables linearity was assessed by examining the scatter plots of the variables, and multicollinearity was examined by tolerance value. The purpose of this analysis was to explain the variance in the dependent variable when several independent variables are theorized to simultaneously influence it.

RESULT

The significance of the study benefits to the nurses, the organization and the researchers. As the nurses, this research will help them to identify their capabilities to adapt the factor of training that can influence their commitment towards the hospital as their organization. This research will provide advantages to the organization which is the Hospital Sultan Abdul Halim, Sungai Petani, Kedah to determine which is the most significant whether frequency of training, perceived organizational support for training or motivation to learn from training that influences organizational commitment among the nurses. Furthermore, this research was expected to enhance organizational capabilities to provide better training program for the employees whereby it can improve employee's engagement and loyalty towards the organization. Through this research, we as researchers also have gaining lot of experience in order to complete this study. By contribute in this research, we can do better research in the future

CONCLUSION

This study examines the relationship between frequency of training, perceived organizational support for training, and motivation to learn from training and organizational commitment among a sample nurses from Hospital Sultan Abdul Halim, Sungai Petani, Kedah. From this study, we expected that training does have significant influence on employee's organizational commitment which all the independent variables have positive relationship with organizational commitment. From previous research, the findings clearly support that training can increased employee's organizational commitment despite trying to improve organizational performance and reduce turnover.

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