

CHAPTER 5

Conclusion, Implications, and Recommendations

In this chapter, the conclusion of the study is presented on the basis of the objectives, findings and discussions. These are followed by the implications of the findings for nursing administration and nursing education, and recommendations for further research are also presented.

Conclusion

The purposes of this descriptive correlational research were to examine the levels of two facets of work motivation including intrinsic motivation and extrinsic motivation and three components of organizational commitment including affective commitment, continuance commitment and normative commitment, and to examine the relationship between work motivation and affective commitment, continuance commitment, and normative commitment of nurses in affiliated hospitals of Dali University, the People's Republic of China. Stratified random sampling was used to select nurses in each hospital and each clinical nursing department. Data collection was performed from February to April, 2017. The final sample was 305 nurses having worked at least one year in one of two affiliated hospitals of Dali University, P. R. China. The instrument used in this study was a set of questionnaires consisting of three parts: Demographic Data Form; Work Preference Inventory (WPI) (Amabile et al., 1994); and Three-Component Model of Employee Commitment Survey (TCM Employee Commitment Survey) (Meyer et al., 1993), which was composed of the Affective Commitment Scale (ACS), Continuance Commitment Scale (CCS) and Normative Commitment Scale (NCS). The validities of the parts in the instrument were testified by the developers. The reliabilities of two parts of the instrument were tested in 20 nurses in the Affiliated Hospital of Dali University. The Cronbach's alpha coefficients of WPI, ACS, CCS and NCS were .88, .81, .83 and .81, respectively. Descriptive statistics were used to describe the characteristics, as well as the levels of work motivation, intrinsic motivation, extrinsic motivation, affective

commitment, continuance commitment and normative commitment of the sample. The data of work motivation, affective commitment, continuance commitment and normative commitment showed normal distribution after Kolmogorv-Smirnov test, thus, Pearson's Correlation Coefficient analysis was used to explore the relationships between work motivation and affective commitment, continuance commitment and normative commitment.

The findings of this study showed the following:

1. The overall work motivation of nurses was at a moderate level ($\bar{X} = 2.70$, $SD = 0.26$), and both intrinsic motivation and extrinsic motivation facets were at a moderate level as well ($\bar{X} = 2.72$, $SD = 0.32$; $\bar{X} = 2.68$, $SD = 0.30$).
2. The three components of organizational commitment including affective commitment, continuance commitment and normative commitment were at a moderate level. Amongst them, nurses had the highest score on affective commitment ($\bar{X} = 4.81$, $SD = 1.01$), followed by the continuance commitment ($\bar{X} = 4.63$, $SD = 0.86$), and normative commitment at the lowest score ($\bar{X} = 4.50$, $SD = 1.02$).
3. There were statistically significant relationships between work motivation and each component of organizational commitment. There was a weak positive relationship between work motivation and affective commitment ($r = .20$, $p < .01$). There was a moderate positive relationship between work motivation and continuance commitment ($r = .32$, $p < .01$), as well as between work motivation and normative commitment ($r = .32$, $p < .01$).

Implications

Implications for Nursing Administration

The results of this study provide information for hospital administrators and nurse administrators regarding the current status of work motivation and organizational commitment of nurses in affiliated hospitals of Dali University and could be used as follows:

1. Hospital and nurse administrators should enhance nurses' motivation in the workplace to promote their commitment to the organization. They need to concentrate on creating a satisfactory work environment to meet nurses' needs by listening to nurses' needs; further empowering subordinates; providing more opportunities for education, training and promotion; giving appropriate remuneration; and recognizing and giving positive feedback for good work. Additionally, nurse administrators should reasonably allocate the work based on the professional title and educational level of nurses and recruit more nurses.

2. This study showed a moderate level of organizational commitment among nurses. This finding implies that nurses' organizational commitment still needs to be improved. This can be accomplished through actively communicating with nurses, providing more information regarding goals and status of the organization, giving more support for specialized skills training and education, and developing policies to retain nurses.

Implication for Nursing Education

The results of the current study can help nurse educators to set curriculum for higher level education, continuing education and training programs to improve nurses' motivation in the workplace and loyalty to the organization.

Recommendations

The results of this study provide evidence that organizational commitment is impacted by the level of work motivation of nurses in affiliated hospitals of Dali University, the People's Republic of China. In light of the findings of the study, the researcher proposes the following recommendations for further research.

1. Researchers should conduct a longitudinal study of work motivation and organizational commitment in outcomes of these two variables in order to make causal inferences to further understand the ways to improve work motivation and organizational commitment among nurses.

2. Researchers should replicate the study among nurses in other types of hospitals in Yunnan Province or in other regions of China because different samples may have discrepant perceptions on work motivation and organizational commitment in different settings.

3. A predictive study of work motivation and organizational commitment should be conducted among nurses in the P. R. China in further research in order to explore other factors related to the levels of nurses' work motivation and organizational commitment.



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