

# Organizational Climate as Predictor of Job Commitment Among Nurses in Government Hospitals in Davao de Oro

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**Abstract.** The study used a descriptive-predictive research design to determine whether organizational climate can predict job commitment among staff nurses in government hospitals in Davao de Oro. One hundred staff nurses were chosen through quota sampling for the study. The study utilized adapted questionnaires to measure organizational climate and job commitment. The questionnaires were validated (CVI = 1.00) and tested for reliability, yielding Cronbach alpha results of 0.099 for organizational climate and 0.097 for job commitment. Findings revealed that most respondents were middle-aged female nurses working in hospital settings, earning within the mid to senior salary grade range. The study revealed a high level of organizational climate, particularly in the role clarity aspect, though improvements are needed in the reward system domain. Additionally, job commitment among staff nurses was found to be high, especially in continuance commitment, but lower in affective commitment. A significant positive relationship between organizational climate and job commitment was identified, suggesting that enhancing organizational climate can improve job commitment among staff nurses. Nonparametric regression indicated that organizational climate predicts job commitment, although a small portion of variation remains unexplained, implying potential influences from other factors.

**Keywords:** Nursing; Job commitment; Organizational climate; Government hospital; Davao De Oro; Philippines.

## 1.0 Introduction

Many healthcare organizations must build an efficient workplace despite the importance of keeping skilled staff. This lack of focus can lead to high turnover since dissatisfied staff members are more prone to leave (Torlak et al., 2021; Rasdi & Tangaraja, 2020). Disengaged staff are also less productive, hindering the organization's success (Aiken et al., 2019). Despite a growing body of research highlighting the significance of favorable workplace conditions for nurses (Callado et al., 2023; Lan et al., 2020), many healthcare institutions need help to create these supportive settings. This lack of focus can decrease the quality of care (Callado et al., 2023). Stressful work situations increase the risk of errors by nurses that cause patient injury and dissatisfaction. (Callado et al., 2023). Studies such as Yang et al. (2021) in Chinese hospitals have identified a direct correlation between perceived unfairness, lack of trust in leadership, and decreased job commitment among nurses. This phenomenon implies that cultivating a positive organizational climate—marked by trust, transparency, and supportive leadership—is essential for enhancing job commitment (Laschinger & Leiter, 2021).

Like many countries, the Philippines needs help retaining nurses due to high turnover rates that negatively impact patient care, costs, and overall healthcare performance (Artificion et al., 2020). A favorable work environment may aid nurse retention; however, studies also highlight negative factors that contribute to job dissatisfaction and, ultimately, a decline in patient care (Estrellado & Chavez, 2023). While a positive work environment improves

nurse job commitment (Tibebu, 2020), hostile work environments create a vicious cycle. When nurses feel unsupported and distrustful, communication breaks down, and teamwork suffers (Yang et al., 2021). This situation stifles collaboration and the exchange of ideas, essential for innovation and problem-solving that hinders the hospital's ability to adapt to new challenges and maintain competitiveness in a changing healthcare environment (Wong & Laschinger, 2020). A hostile work environment ultimately weakens individual nurses and the entire healthcare institution.

A previous study by Aksu et al. (2017) only explored the connection between job satisfaction, work environment, and nurses' organizational commitment in a Turkish university hospital, highlighting significant relationships and limitations due to the cross-sectional design and in a single setting. Similarly, Abdul-Rahim et al. (2019) investigated the effects of organizational interaction and job satisfaction on nurses' performance in Iraq. However, their study design needs more generalizability and focuses on quantitative data. Laschinger et al. (2023) only explored work engagement among nurses, highlighting the importance of job commitment for patient safety. However, their research focused on a single hospital system and primarily investigated work engagement rather than directly addressing job commitment. Finally, Yang et al. (2017) systematically reviewed organizational commitment and job satisfaction among nurses. They identified limitations in existing research, with a majority focusing on job satisfaction and neglecting a deeper exploration of job commitment specific to nurses in government hospitals. These findings highlight the need for more investigation into the elements affecting nurses' dedication to their jobs in various healthcare environments, including public hospitals.

By investigating whether the organizational environment can influence job commitment among staff nurses in government hospitals in Davao de Oro, this study seeks to close these research gaps. The authors aim to investigate the elements affecting nurses' dedication to their jobs, particularly in public hospital settings, and to understand the role of organizational climate in enhancing job commitment. The research objectives include assessing the current state of organizational climate and job commitment among nurses, identifying specific areas needing improvement, and determining the extent to which organizational climate influences job commitment. Through this study, the authors intend to provide insights to help healthcare organizations create more supportive work environments, ultimately leading to better nurse retention and improved patient care.

## **2.0 Methodology**

### **2.1 Research Design**

This research used a descriptive-predictive research design, a quantitative approach that aims to describe a phenomenon (organizational climate in government hospitals) and predict its influence on another variable (job commitment among nurses). This design allows the study first to characterize the current state of both factors. The descriptive aspect involves measuring different dimensions of the organizational climate, such as leadership style, communication flow, support offered, workload demands, and decision-making processes.

This circumstance paints a detailed picture of being a nurse in these government hospitals. Additionally, the study assesses the nurses' level of job commitment, considering their affective commitment (emotional attachment to the job), normative commitment (sense of obligation to stay), and continuance commitment.

The research then moves into prediction. Statistical analysis determines the relationships between the various components of the organizational climate and the nurses' job commitment levels. This trend identifies which work environment elements might influence how committed nurses feel to their jobs. The research may even develop a model that predicts job commitment based on data regarding the organizational climate by using methods such as regression analysis (Nijjar, 2020). This chosen design offers several advantages. First, it offers a thorough understanding of the phenomenon under investigation, allowing for description and explanation (Creswell & Creswell, 2020). Secondly, the predictive capabilities of the design enable the development of practical applications, such as interventions aimed at improving organizational climate and enhancing nurses' job commitment.

### **2.2 Research Locale**

The research was conducted in two government hospitals, each with a 100-bed capacity, located in Davao de Oro, Philippines. Established in 1979 and 1985, these hospitals offer valuable context for studying the link between

organizational climate and job commitment among nurses. As government institutions, they provide healthcare to a substantial portion of the population, especially in underserved areas. Understanding the factors influencing nurses' job commitment in this setting is crucial for enhancing their satisfaction at work, fulfillment, and, ultimately, the standard of patient care provided.

### **2.3 Research Participants**

The respondents were 100 staff nurses working in a government hospitals in Davao de Oro, Philippines. Nurses were chosen due to their critical role in patient care (World Health Organization, 2020). Their regular dealings with colleagues and patients within the healthcare setting provide insightful information about the facility's operation. Additionally, nurses are essential for running the hospital smoothly, handling patient assessments, medication administration, and treatment coordination (International Council of Nurses, 2023). Their expertise and dedication are central to both quality care and patient safety. The study implemented specific inclusion criteria to ensure a focused and representative sample. Participants needed to be: a) registered nurses, b) working full-time as staff nurses in these public hospitals, and c) have at least three years of experience in a hospital setting. This focus on full-time staff with established tenure aims to capture the experiences of nurses who are likely more integrated into the long-term fabric of the organizational climate. Nurses with part-time positions or less experience were excluded, as their experiences might need to fully reflect the complexities and dynamics associated with a full-time job commitment within this specific healthcare environment. The researcher used a convenience-quota sampling approach to recruit participants to strengthen the study's internal validity and generalizability.

### **2.4 Research Instrument**

The research instruments used in this study are all adapted questionnaires, meaning the questionnaires were adapted but have been modified for use in this study. The research questionnaire was adapted from Adrian Furnham and Leonard D. Goddstein (1996) for the organizational climate. This tool delved into 14 key factors that shape employee experience. It includes indicator role clarity with 9 item statements, Respect with 6 item statements, communication with 12 item statements, Reward system with 11 item statements, Career development with 10 item statements, Planning and Decision Making with 11 item statements, innovation with 5 item statement, Relationship with 5 item statements, Teamwork, and Support with 9 item statements, Quality of Services with 4 item statements, Conflict Management with 5 item statements, Commitment and Morale with 9 item statements, Training and Learning with 7 item statements and lastly the indicator Direction with 6 item statements – a total of 108 item statements to measure the organizational climate. The job commitment research questionnaire was adapted from the Affective, Normative, and Continuance Commitment (Meyer & Allen, 1991) questionnaires. The questionnaire consists of 24 item statements divided into three subscales: Affective Commitment with 8 item statements involving the degree to which An employee identifies with the goals and core principles of the company. Normative commitment is an 8-item statement that focuses on the feeling of obligation to stay with an organization because of social or moral reasons. Continuance Commitment is an 8-item statement that focuses on how employees stay with an organization because of the lack of better.

### **2.5 Data Gathering Procedure**

The researcher presents the research protocol to the Research Ethics Committee (REC) for approval, aiming to obtain a Certificate to Conduct a Study. The Dean was approached for endorsement and permission, and a panel of experts evaluated survey profiles and questionnaires. Permission letters were sent to hospital administrators, and the researcher distributed authorization to respondents for data collection and consent. Informed Consent Forms were obtained before administering the survey. A brief orientation session was arranged, with vernacular inquiries and polite explanations. Respondents were instructed to choose a peaceful and secure location before responding. The researcher examined the questionnaire and allowed respondents to correct any inaccuracies. After the study, respondents were given a token of appreciation. Data was tabulated and sent to a statistician for analysis. Secure data storage was ensured, with questionnaires kept in a safe, undisclosed location to protect privacy.

### **2.6 Ethical Considerations**

The researcher ensured ethical compliance by obtaining approval from the Master of Arts in Nursing Program Chair at Davao Doctors College, prioritizing informed consent and emphasizing voluntary participation. This

formal authorization from the ethics committee ensured that the research met the necessary ethical standards and safeguarded the respondents' welfare. The study's social value lies in its potential to inform strategies for a supportive work environment, reducing burnout, and improving patient care. Risks, including potential psychological burdens, were mitigated through clear communication and the provision of support resources. Confidentiality was maintained according to Republic Act 10137 and institutional regulations, with data securely stored and disposed of after three years. Participants were strongly encouraged to contact the researcher with any inquiries or for clarification about the study. Participants' rights were upheld through open communication channels and access to the Ethics Review Committee for inquiries or concerns.

### 3.0 Results and Discussion

#### 3.1 Demographic Profile

The study aimed to determine whether the organizational climate can predict job commitment among staff nurses in government hospitals in Davao de Oro. The study's objective was to assess the level of work environment for staff nurses, assess their level of dedication to their jobs, and explore the connection between the two variables.

**Table 1.** Descriptive statistics of the demographic profile of the respondents

| Demographic Profile                       | Frequency | Percentage |
|-------------------------------------------|-----------|------------|
| <b>Age</b>                                |           |            |
| 20-25 y.o                                 | 10        | 10.0%      |
| 26-30 y.o                                 | 17        | 17.0%      |
| 31-35 y.o                                 | 30        | 30.0%      |
| 36-40 y.o                                 | 29        | 29.0%      |
| 41-45 y.o                                 | 6         | 6.0%       |
| 46-50 y.o                                 | 8         | 8.0%       |
| <b>Sex</b>                                |           |            |
| Male                                      | 26        | 26.0%      |
| Female                                    | 74        | 74.0%      |
| <b>Length of Hospital Work Experience</b> |           |            |
| <1 yr                                     | 10        | 10.0%      |
| 1-4 yrs                                   | 26        | 26.0%      |
| 5-9 yrs                                   | 42        | 42.0%      |
| 10-14 yrs                                 | 13        | 13.0%      |
| 15-19 yrs                                 | 6         | 6.0%       |
| 20-14 yrs                                 | 1         | 1.0%       |
| 25 & above yrs                            | 2         | 2.0%       |
| <b>Monthly Salary</b>                     |           |            |
| <20,000                                   | 2         | 2.0%       |
| 20,000-24,000                             | 13        | 13.0%      |
| 25,000-29,000                             | 3         | 3.0%       |
| 30,000-34,000                             | 38        | 38.0%      |
| 35,000-39,000                             | 39        | 39.0%      |
| 40,000-44,000                             | 4         | 4.0%       |
| 45,000 & above                            | 1         | 1.0%       |
| <b>Position</b>                           |           |            |
| Casual Nurse                              | 2         | 2.0%       |
| Staff Nurse                               | 15        | 15.0%      |
| Nurse I                                   | 77        | 77.0%      |
| Nurse II                                  | 6         | 6.0%       |

Table 1 shows valuable insights into the demographic makeup of the 100 respondents. The age group of 31–35-year-olds holds the largest share, with 30 respondents (30.0%) falling within this range. This fact suggests a potential concentration of mid-career professionals in the sample. Similarly, the category "5-9 years" dominates the "Length of experience working in the hospital" section, with 42 respondents (42.0%) having that experience level, which might indicate a high retention period among nurses after their initial years on the job. The trend continues when examining monthly salary. The "35,000-39,000" bracket boasts the highest frequency, with 39 respondents (39.0%) earning within that range. This trend could be due to factors like seniority or specialization in nursing. Finally, the most prevalent position is "Nurse I," with 77 respondents (77.0%) holding that title. This dominance suggests a particular focus or stage in the typical career path for these nurses.

In 2021, a report by the American Association of Colleges of Nursing (AACN) confirmed the findings, highlighting that the 25-34 and 35-44 age groups account for most registered nurse (RN) employment. The finding of the

concentration of nurses in the 31-35 age group aligns with this national trend. Moreover, regarding years of experience, the "5-9 years" experience category holds the most significant share, suggesting a higher retention period during these mid-career years. This case might correlate with nurses gaining confidence and achieving desired skill sets. A study by Aiken et al. (2021) suggests that supportive work environments can contribute to nurse retention (Aiken et al., 2021).

### 3.2 Organizational Climate

**Table 2.** Descriptive statistics of the nurses' level of organizational climate

| Indicators                    | Mean        | SD          | Description   |
|-------------------------------|-------------|-------------|---------------|
| Role Clarity.                 | 6.00        | 0.83        | High          |
| Respect.                      | 6.09        | 0.82        | High          |
| Communication.                | 5.65        | 0.90        | High          |
| Reward System.                | 5.17        | 1.24        | Slightly high |
| Career Development.           | 5.38        | 1.10        | High          |
| Planning and Decision Making. | 5.43        | 1.00        | High          |
| Innovation.                   | 5.49        | 1.09        | High          |
| Relationship.                 | 5.38        | 1.09        | High          |
| Teamwork and Support.         | 5.39        | 1.11        | High          |
| Quality of Service.           | 5.84        | 0.91        | High          |
| Conflict Management.          | 5.59        | 1.08        | High          |
| Commitment and Morale.        | 5.55        | 1.05        | High          |
| Training and Learning.        | 5.46        | 0.98        | High          |
| Direction.                    | 5.70        | 1.05        | High          |
| <b>Overall</b>                | <b>5.58</b> | <b>1.02</b> | <b>High</b>   |

**Legend:** 6.17-7.00---Very High; 5.31-6.16---High ;4.45-5.30--- Slightly High; 3.59-4.44--- Neutral; 1.88-3.58--- Low; 1.87-2.72---Slightly low;1.00-1.86---Very low; SD- Standard Deviation

Presented in Table 2 is the Nurses' Level of Organizational Climate, which shows the overall mean score is 5.58, with a standard deviation of 1.02 and a descriptive level of high. This indicates that the organizational climate of staff nurses in the government hospital in Davao De Oro is excellent. The standard deviation of 1.02 for the nurses' level of organizational climate indicates that the results are distributed throughout the mean of 5.58. In this context, where the data likely represents scores on a survey instrument, a standard deviation of 1.02 suggests a moderate variation in how nurses perceive the organizational climate.

Moreover, in the organizational climate, the indicator "Respect" got the highest mean score (6.09), a standard deviation of 0.82, and a description of "high." This level denotes a strong sense of mutual Respect within the hospital's work environment. The significance of this finding extends beyond surface-level cordiality. A climate of Respect fosters clarity of roles and responsibilities for nurses. As supported by Marsango's (2023) study, this Respect empowers nurses and contributes to a greater sense of purpose and direction. Ultimately, it leads to increased efficiency and improved patient care. The evidence overwhelmingly suggests that Respect is a critical element within a positive organizational climate for nurses (Rehmat et al., 2020). By fostering a work environment built on Respect, healthcare institutions can empower their nursing workforce, reduce burnout, and ensure optimal patient outcomes (Lan et al., 2020).

On the other hand, the indicator with the lowest mean score is the "Reward System," with a means score of 5.17 and a standard deviation of 1.24 with a description of "slightly high." This level implies that while some nurses perceive the reward system as adequate, a significant portion might find it lacking. An inadequate reward system can act as a resource constraint. This fact can demotivate nurses and contribute to burnout (Martin & Uribe, 2021). These results suggest a possible area for development. The hospital administration should review and enhance the reward structure to recognize nurses better and incentivize them. This situation could involve implementing a more transparent performance-based pay system, offering non-monetary rewards like flexible scheduling, or creating opportunities for professional development. Moreover, in the study by Ge et al. (2021), the administrator must identify a balance between effort and reward and offer possibilities for training and career growth to improve the employees' health.

### 3.3 Job Commitment

**Table 3.** Descriptive statistics of the nurses' level of job commitment

| Indicators             | Mean        | SD          | Description   |
|------------------------|-------------|-------------|---------------|
| Affective Commitment   | 5.14        | 1.19        | Slightly high |
| Normative Commitment   | 5.26        | 1.27        | Slightly high |
| Continuance Commitment | 5.36        | 1.26        | High          |
| <b>Overall</b>         | <b>5.25</b> | <b>1.24</b> | <b>High</b>   |

Table 3 sheds light on the nurses' level of job commitment, with a mean score of 5.25 and a standard deviation of 1.24, with a slightly high description. This level implies that the job commitment of staff nurses in the government hospital in Davao De Oro is categorized as very good. It also shows that among the indicators for job commitment, the indicator Continuance commitment got the highest mean score of 5.36 and a standard deviation of 1.24 with a high description. This high standard deviation (1.24) indicates a spread in the scores, with some nurses feeling a strong sense of security or necessity in their positions and others feeling less so. Furthermore, a high mean continuance commitment indicates that many nurses feel a sense of security or necessity that keeps them tied to their current positions.

The study is supported by research by De Clercq et al. (2021), which suggests that sufficient resources positively influence continuance commitment and that the findings regarding adequate resources are certainly encouraging. Also, while adequate resources are undeniably a positive factor, as Galanaki (2020) supported, it is crucial to consider a broader perspective. Continuance commitment driven primarily by a lack of options might translate to a different level of engagement and motivation than commitment fueled by genuine satisfaction with the work. Thus, continuance commitment refers to the circumstance in which a person believes quitting would cause them to lose more than gain. In effect, continuance commitment is the fear of being lost if they leave. Any loss, including social, financial, friendship, or position losses, is possible. (Gilbert & Konya, 2020).

However, the indicator with the smallest average score is affective commitment, with a score of 5.14, a standard deviation of 1.19, and a description of slightly high. This level implies that many nurses may need to be more emotionally attached to their jobs or feel a strong identification with the hospital. The low affective commitment score in the study is a cause for concern. Research by Dominguez et al. (2020) suggests that this can indicate potential burnout or a lack of engagement among nurses.

These aspects may hurt patient care, staff well-being, and hospital performance. Clemons (2020) further highlights the role of emotional resources in fostering affective commitment. When nurses feel emotionally drained and lack the resources to cope with the demands of their jobs, their attachment to both their jobs and the institution weakens. Thus, affective commitment is found when employees feel their values and priorities align with the company's mission and feel at home (Gomes et al., 2023).

### 3.4 Relationship Between Organizational Climate and Job Commitment

**Table 4.** Analysis for the relationship between organizational climate and job commitment among nurses

|                               | rs    | P-value | Decision               | Remarks     |
|-------------------------------|-------|---------|------------------------|-------------|
| Role Clarity.                 | 0.615 | <.001   | Reject H <sub>01</sub> | Significant |
| Respect.                      | 0.661 | <.001   | Reject H <sub>01</sub> | Significant |
| Communication.                | 0.852 | <.001   | Reject H <sub>01</sub> | Significant |
| Reward System.                | 0.783 | <.001   | Reject H <sub>01</sub> | Significant |
| Career Development.           | 0.901 | <.001   | Reject H <sub>01</sub> | Significant |
| Planning and Decision Making. | 0.863 | <.001   | Reject H <sub>01</sub> | Significant |
| Innovation.                   | 0.895 | <.001   | Reject H <sub>01</sub> | Significant |
| Relationship.                 | 0.847 | <.001   | Reject H <sub>01</sub> | Significant |
| Teamwork and Support.         | 0.828 | <.001   | Reject H <sub>01</sub> | Significant |
| Quality of Service.           | 0.713 | <.001   | Reject H <sub>01</sub> | Significant |
| Conflict Management.          | 0.785 | <.001   | Reject H <sub>01</sub> | Significant |
| Commitment and Morale.        | 0.885 | <.001   | Reject H <sub>01</sub> | Significant |
| Training and Learning.        | 0.792 | <.001   | Reject H <sub>01</sub> | Significant |
| Direction.                    | 0.777 | <.001   | Reject H <sub>01</sub> | Significant |

Table 4 shows the Relationship between organizational climate level and nurses' job commitment. There was a significant and favorable correlation found between nurse's organizational climate in terms of role clarity, Respect, communication, reward system, career development, planning and decision making, innovation, Relationship, teamwork and support, quality of service, conflict management, commitment and morale, training and learning, and direction. As a result, the null hypothesis was rejected (H01) as their p-values are less than 0.05 alpha level of significance, which is 0.000. Moreover, it further implies that an increase in nurses' organizational climate, in general, is correlated with an increase in their level of job commitment, meaning that when the organizational climate of staff nurses is high, their commitment to their jobs is better.

The result is supported by Aiken et al. (2020) that indicates a positive correlation between nurses' perceptions of a supportive organizational climate (including aspects like staffing adequacy, teamwork, and communication) and their level of job commitment, which suggests that an effective workplace with sufficient resources fosters job commitment. When hospitals invest in nurses' professional development through training courses and mentorship and create a supportive work environment, it cultivates a feeling of value and investment in their future. This development leads to improved skills, increased job satisfaction, and a decreased desire to leave the organization (Laschinger & Leiter, 2021). Moreover, Zhang et al. (2021) and Antoniou et al. (2021) emphasize how specific workplace culture characteristics affect employees' commitment to their jobs. Furthermore, a study by Alruwaili (2021) suggests that a supportive organizational climate fosters engagement among nurses. This factor translates to a workplace with motivated and invested employees, leading to increased job commitment. A positive organizational climate, characterized by clear communication, recognition, and support, is linked to reduced stress and burnout among nurses (Kutcher et al., 2022). Nurses are more likely to feel a sense of purpose and fulfillment in their roles, which increases commitment to their work when they see that their employer values and encourages them.

### 3.5 Influence of Organizational Climate on Job Commitment

**Table 5.** The influence of organizational climate on job commitment of nurses

| JC      | Observed Estimate | Bootstrap SE | Z     | P-value | Decision | Remarks     |
|---------|-------------------|--------------|-------|---------|----------|-------------|
| Mean JC | 5.302             | 0.068        | 77.90 | 0.000   |          |             |
| Effect  |                   |              |       |         |          |             |
| RC      | 0.573             | 0.125        | 4.57  | 0.000   | Reject   | Significant |
| RES     | 0.631             | 0.184        | 3.42  | 0.001   | Reject   | Significant |
| COM     | 0.888             | 0.116        | 7.66  | 0.000   | Reject   | Significant |
| RS      | 0.758             | 0.094        | 8.05  | 0.000   | Reject   | Significant |
| CD      | 0.714             | 0.066        | 10.77 | 0.000   | Reject   | Significant |
| PDM     | 0.842             | 0.064        | 12.89 | 0.000   | Reject   | Significant |
| INNO    | 0.623             | 0.079        | 7.88  | 0.000   | Reject   | Significant |
| REL     | 0.610             | 0.048        | 12.63 | 0.000   | Reject   | Significant |
| TS      | 0.803             | 0.090        | 8.95  | 0.000   | Reject   | Significant |
| QOS     | 0.761             | 0.145        | 5.25  | 0.000   | Reject   | Significant |
| CM      | 0.688             | 0.107        | 6.41  | 0.000   | Reject   | Significant |
| CAM     | 0.726             | 0.099        | 7.34  | 0.000   | Reject   | Significant |
| TAL     | 0.709             | 0.089        | 7.97  | 0.000   | Reject   | Significant |
| DIR     | 0.650             | 0.062        | 10.49 | 0.000   | Reject   | Significant |

**Legend:** Significant if p-value < .05; R<sup>2</sup> = 0.6917; IV-OC (RC, RES, COM, RS, CD, PDM, INNO, REL, TS, QOS, CM, CAM, TAL, DIR); DV-JC.

Table 5 reveals whether organizational climate predicts the job commitment of nurses. The finding demonstrates that organizational climate, particularly in role clarity, Respect, communication, reward system, career development, planning and decision making, innovation, Relationship, teamwork, and support, quality of service, conflict management, commitment and morale, training and learning, and direction significantly predicted the level of job commitment of staff nurses in a government hospital in Davao De Oro, these resulted in the null hypothesis being rejected as their p-values are less than 0.05 alpha level of significance, which is 0.000. The findings suggest that the organizational climate predicts job commitment among staff nurses. Furthermore, the findings were apparent in the results of nonparametric regression analysis, in which 69.17% of the variance of job



commitment can be explained by organizational climate, as indicated by an r-square of 0.6917. In this case, 30.83% of the variation can be ascribed to variables other than the independent variable.

The result is supported by the study of Dantas et al. (2021), which explores how sustained positive organizational climates can lead to long-term job commitment among nurses. Hospitals can foster a more resilient and dedicated nursing workforce by consistently investing in creating a supportive and empowering work environment. Also, Zhang et al. (2022) suggest that a favorable work environment can indirectly impact job commitment through work engagement. When nurses sense encouragement and significance at work, it leads to higher work engagement characterized by enthusiasm, dedication, and focus. Work engagement, in turn, strengthens their job commitment.

Moreover, Meng et al. (2022) linked a positive organizational environment to reduced emotional exhaustion and increased job engagement in nurses. Studies by Han et al. (2020) and Sun et al. (2021) found that increased autonomy within the organizational climate positively impacted nurses' job commitment. Also, Park et al. (2020) explored the link between feeling a sense of purpose and recognition within the organizational climate and job commitment among nurses.

#### **4.0 Conclusion**

The study revealed a strong positive relationship between job commitment and organizational climate among staff nurses in a government hospitals in Davao de Oro, with specific strengths noted in areas like role clarity, communication, and conflict resolution. It offers an excellent assessment of the organization's climate. However, there is room for improvement, especially regarding rewards and professional development. The findings underscored the importance of creating a work environment that nurtures nurses' dedication to their roles. Enhancing the organizational climate may increase nurse commitment to their jobs, enhancing retention and satisfaction.

In summary, this study highlights the importance of fostering supportive work environments in healthcare settings by highlighting the critical Relationship between organizational climate and nurse job commitment. This report provides actionable insights to improve nurse satisfaction and retention for hospital administrators, HR professionals, and policymakers by emphasizing specific organizational climate strengths and areas for growth. In the end, supporting nurses' personal growth and professional well-being benefits the individual employees and enhances patient care results and the system's overall resilience. Therefore, to ensure a thriving staff and, eventually, better healthcare delivery for all, this research highlights the significance of continuous efforts to prioritize and optimize organizational climate in healthcare organizations.

#### **5.0 Contributions of Authors**

The author initiated the research project by conceptualizing its objectives, methodologies, and scope. The author led the data collection, analysis, and interpretation throughout the study. Additionally, the manuscript was drafted, incorporating feedback from mentors and reviewers. Finally, the author approved the final version of the manuscript for submission.

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#### **7.0 Conflict of Interests**

The authors declare no conflicts of interest about the publication of this paper.

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## 9.0 References

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