



ORGANIZATIONAL CULTURE AND COMMITMENT OF NURSES IN A TERTIARY HOSPITAL IN ILOCOS NORTE

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Introduction

Organizational culture, which includes shared beliefs, values, and practices, influences how employees behave and engage in the workplace. In healthcare, it affects job satisfaction, retention, and patient outcomes. Nurses, being the largest workforce in hospitals, play a key role in shaping and reflecting this culture.

This study examined the relationship between organizational culture (using the Competing Values Framework) and organizational commitment (using Meyer & Allen’s model) among nurses in a tertiary hospital in Ilocos Norte.

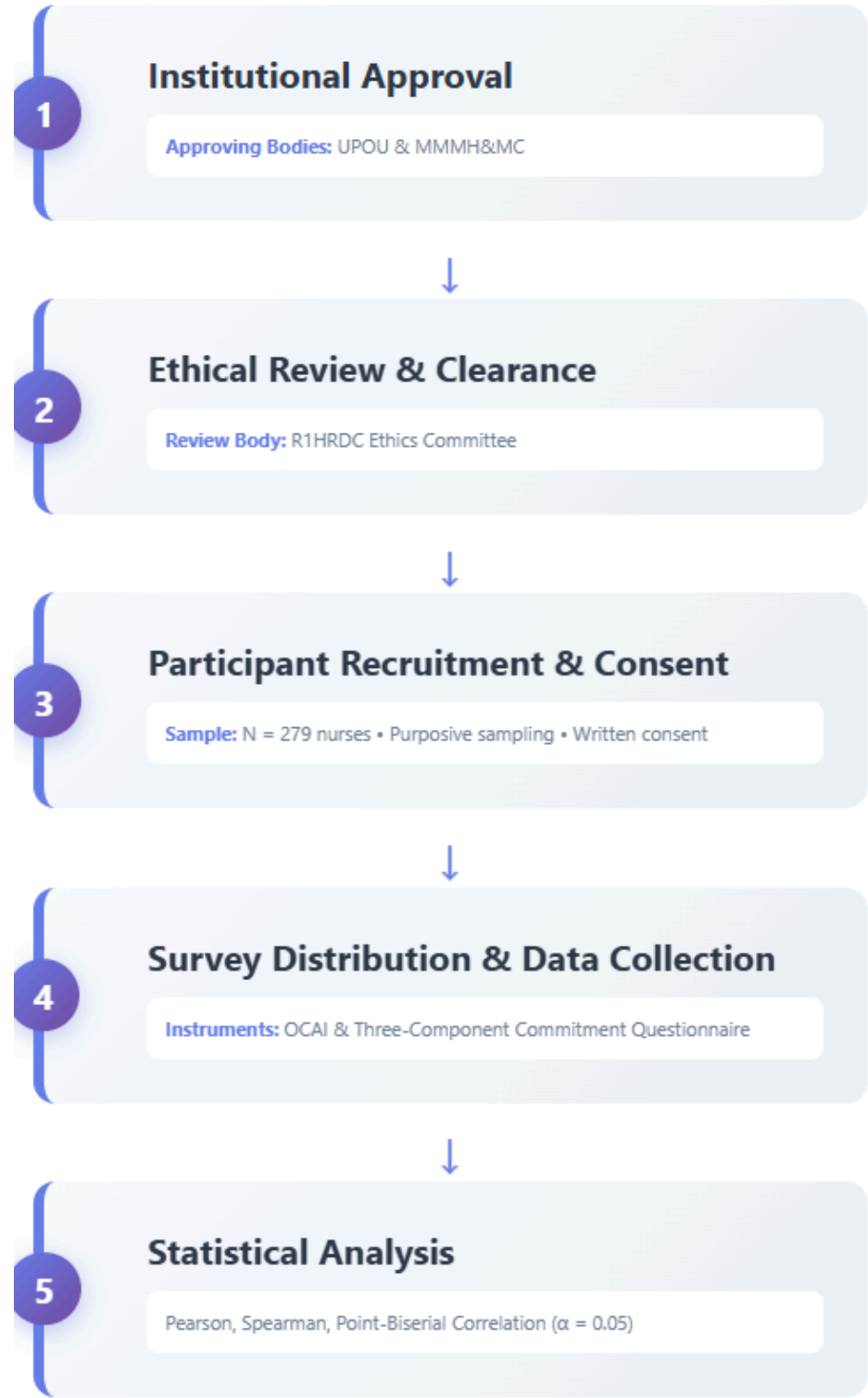
Problem: Approximately 9% of nurses resign annually, primarily seeking overseas employment, despite extensive training programs and recognition systems.

Objectives:

- Describe the socio-demographic profile, organizational culture and commitment levels
- Examine relationships between socio-demographic profiles and organizational variables
- Determine correlation between culture and commitment

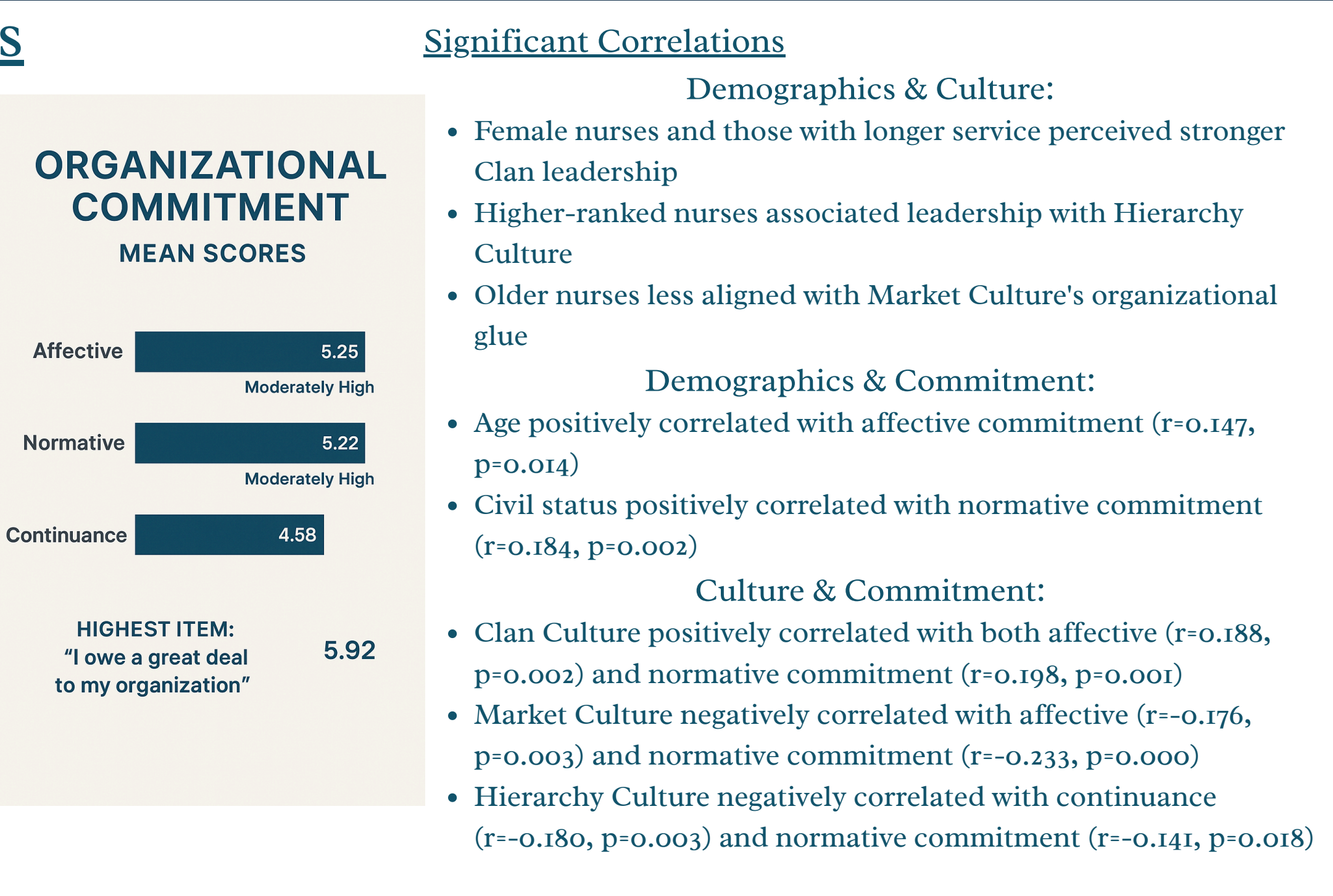
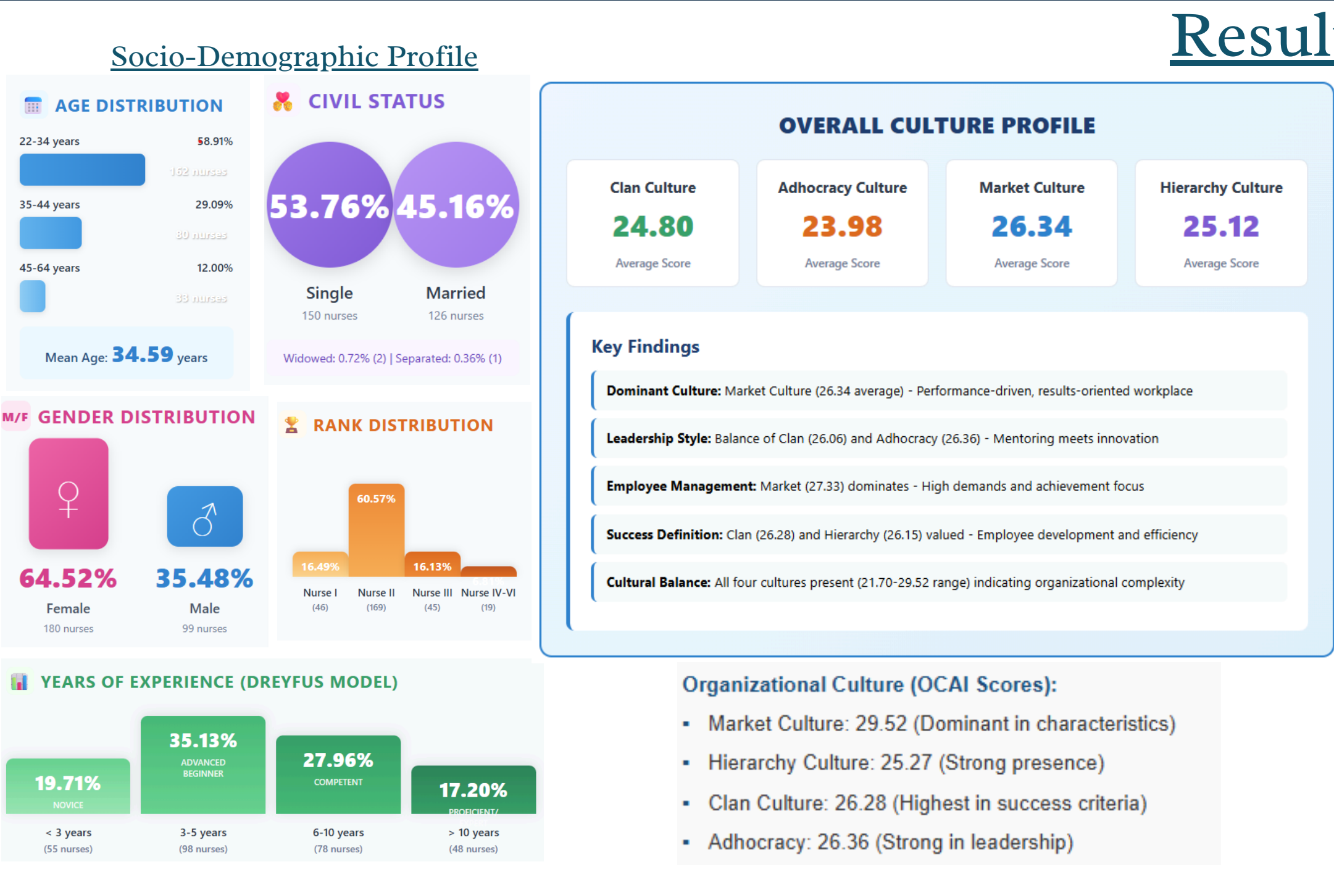
Methodology

- A descriptive-correlational design was employed.
- Respondents: 279 nurses (with ≥ 6 months tenure).
- Instruments:
 - Organizational Culture Assessment Instrument (OCAI)
 - Three-Component Organizational Commitment Questionnaire



Setting: DOH Regional Tertiary Hospital (400-bed capacity, ISO 9001:2015 certified, Gold Trailblazer Award – PGS)

Results



Conclusion

- The study revealed that organizational culture significantly influences nurses’ organizational commitment.
- Among the four culture types, Clan Culture—characterized by teamwork, trust, and a family-like environment—showed the strongest positive correlation with both affective and normative commitment. This means nurses who feel valued and supported are more emotionally and morally attached to their organization.
- Market and Hierarchy Cultures showed negative correlations with commitment, suggesting that highly competitive or overly structured environments may undermine motivation and loyalty. The dominance of Market Culture reflects the hospital’s focus on performance and achievement, aligning with its ISO and PGS standards, but may risk emotional detachment among staff.
- Overall, nurses demonstrated moderately high levels of commitment, driven by cultural alignment with Ilocano values of hard work, loyalty, and community. The findings emphasize the need for balanced leadership—maintaining performance excellence while fostering a supportive, clan-oriented culture to enhance nurse retention and organizational stability.

Recommendations

- Adopt a Hybrid Culture**
Blend **Clan Culture** with the hospital's predominant **Market Culture** to balance performance-driven goals with teamwork, trust, and peer support. This integration promotes both achievement and emotional commitment.
- Balance Performance and Support**
Establish programs that safeguard nurse well-being alongside productivity:
 - Implement counseling services and mental health support
 - Ensure fair workload distribution across teams
 - Create recognition systems for achievements
 - Schedule regular team-building activities
- Enhance Career Pathways**
Expand and regularly review clinical ladder programs and training opportunities to improve nurse advancement and retention. Involve mid-level nurses in succession planning to boost morale and engagement.
- Strengthen Retention Strategies**
Sustain mentorship and induction programs that pair junior and senior nurses. Recognize experienced nurses through leadership roles and professional development to maintain institutional knowledge and motivation.
- Foster a Goal-Oriented Clan Culture**
Encourage supportive mentorship and hybrid reward systems that value both teamwork and measurable performance outcomes—creating a culture that is caring yet achievement-oriented.

