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The relationships of psychological capital,  
structural empowerment, and career growth  
with organizational commitment in  
Mongolian nurses

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The relationships of psychological capital,  
structural empowerment, and career growth  
with organizational commitment in  
Mongolian nurses

A Master's Thesis

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and the Graduate School of Yonsei University  
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requirements for the degree of  
Master of Science in Nursing

Odbayar Delgerekh

June 2024

This certifies that the master's thesis  
of Odbayar Delgerekh is approved.

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The Graduate School  
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June 2024

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## ABSTRACT

### The relationship of psychological capital, structural empowerment, and, career growth with organizational commitment in Mongolian nurses

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**Purpose:** This study investigated the relationships of psychological capital, structural empowerment, and career growth with organizational commitment in Mongolian nurses.

**Methods:** This descriptive cross-sectional study was conducted to identify factors influencing organizational commitment among Mongolian nurses. The study involved 130 nurses employed at two general hospitals in Ulaanbaatar, Mongolia. Data were analyzed using SPSS/WIN 25.0 software with descriptive statistics, t-tests, analysis of variance (ANOVA), Scheffe's test, Pearson's correlation coefficients, and multiple regression analysis.

**Results:** The study involved 130 healthcare professionals, predominantly female (96.2%), with an average age of 38.1 years. The findings show that the average level of organizational commitment among Mongolian nurses is moderate, with a mean score of 3.7 (SD=0.4). Structural empowerment was found to be a significant predictor of organizational commitment ( $\beta=.33$ ,  $t=3.44$ ,  $p<.001$ ), indicating that nurses who perceive a higher level of authority within the organizational structure are more committed. Similarly, psychological capital had a significant positive effect on organizational

commitment ( $\beta=.24$ ,  $t=2.65$ ,  $p=.009$ ), highlighting the beneficial impact of individuals' psychological resources on their commitment to the organization. However, career growth did not show a statistically significant effect on organizational commitment ( $\beta=.11$ ,  $t=1.10$ ,  $p=.271$ ).

**Conclusion:** The results provide valuable insights into factors influencing organizational commitment among Mongolian nurses. The significant influence of structural empowerment and psychological capital underscore the importance of creating a supportive organizational environment and fostering employees' psychological resources to enhance their commitment. Overall, these findings emphasize the importance of addressing factors such as structural empowerment and psychological capital to promote a dedicated nursing workforce in the Mongolian healthcare sector.

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**Key words:** Nurses, Clinical Nursing, Organizational Commitment, Psychological Capital, Structural Empowerment, Career Growth

# Chapter 1 Introduction

## 1.1. Background

Hospitals worldwide are continually adapting to develop various human resource management strategies that ensure the provision of quality and safe care to patients. Nurses represent a substantial segment of the hospital workforce, and securing their expertise significantly influences the productivity and competitiveness of the hospital (Kim & Park, 2023).

Nurses and nursing managers globally have been actively conducting research on organizational commitment among nurses. Recent empirical evidence suggests that this commitment is associated with job satisfaction, turnover intention (Pedrosa et al., 2020), and nursing performance (Wang et al., 2022).

Organizational commitment represents a psychological state that characterizes the relationship between employees and their organization, potentially influencing their decision to remain with or leave the organization (Sheldon, 1974). It is defined as an attitude of dedication to embrace the organization's vision and goals, fostering a sense of belonging and attachment, and motivating employees to work diligently for the organization (Meyer, Allen & Smith, 1993). Despite its significant role in explaining nurses' productivity, research on nurses' organizational commitment in Mongolia has yet to be conducted.

In Mongolia, nurses and midwives constitute approximately 23% of the healthcare workforce, a figure significantly lower than the proportion observed in high-income countries (WHO, 2020). While high-income countries boast 107.7 nurses per 10,000 people (WHO, 2020), Mongolia has

only 42.14 nurses per 10,000 people (Dovdon et al., 2021). Furthermore, the nurse-to-patient ratio in Mongolia, which ranges from 1:40 to 1:45, is five to ten times higher than in the United Kingdom (1:8) or Australia (1:4), underscoring a critical issue that demands attention (Australian Nursing & Midwifery Federation, 2017; Campbell, 2015). These figures underscore the severe shortage of nurses, which is a major challenge facing Mongolia's healthcare system.

Mongolian nurses face a wide array of challenges, including overwhelming workloads and continuous shifts that often lead to burnout, as well as a lack of performance-based evaluations for nursing managers (Bagaajav et al., 2011; Biro, 2021; Damiran 2014). Consequently, it is imperative for the Ministry of Health in Mongolia, the National Health Development Center, and nursing managers to devise comprehensive strategies to enhance nurse retention within the healthcare system. To maintain a high-quality nursing workforce, conducting research on organizational commitment and its influencing factors is crucial. These factors are known to significantly impact nurses' turnover intentions, job satisfaction, and job performance.

After analyzing previous studies on the determinants of organizational commitment, a review paper categorized these determinants into three main categories: personal characteristics, organizational characteristics, and job and work characteristics (Vagharseyyedin, 2016).

A positive association between psychological capital and organizational commitment has been identified (Minh & Thanh, 2020). Psychological capital is considered a significant factor among the personal characteristics that influence organizational commitment. It is acknowledged as a unique resource that provides a competitive edge in organizational activities,

surpassing both social and human capital by emphasizing personal development and investment (Luthans, Luthans, & Luthans, 2004).

Structural empowerment is recognized as a significant factor influencing organizational commitment. Defined by Kanter in 1993, structural empowerment encompasses the organizational systems and procedures that promote empowerment by providing information, resources, support, and opportunities for growth. In the field of nursing, structural empowerment is crucial for enabling nurses to effectively perform their roles and contribute significantly to organizational goals, as noted by Chandler in 1991. Building on Kanter's framework, Laschinger et al. in 2001 explored the effects of both structural and psychological empowerment on job strain in nursing environments. Their research showed that nurses who perceive themselves as empowered generally experience higher job satisfaction, reduced job strain, and increased organizational commitment. Further studies by Wong and Laschinger in 2013 examined the relationship between authentic leadership, empowerment, and job satisfaction among nurses. Additionally, structural empowerment has been established as a reliable predictor of organizational commitment among nurses, as confirmed by Fragkos, Makrykosta, and Frangos in their 2020 systematic review.

Career growth is recognized as a significant factor in the job and work characteristics that contribute to organizational commitment. Opportunities for career growth are crucial in fostering organizational commitment among nurses. Blegen et al. (2013) explored the effects of nurse staffing on patient outcomes, indirectly addressing the relationship between staffing levels, career development, and nurse retention. Their study highlights how staffing and organizational support can influence career progression and job satisfaction among nurses. Lake and Friese (2006) emphasized the



importance of supportive practice environments in facilitating career growth and professional development for nurses. Kramer and Schmalenberg (2003) identified the key characteristics of magnet hospitals, which are renowned for promoting professional growth and development for nurses. These hospitals focus on creating environments that empower nurses and support their career advancement, leading to higher levels of organizational commitment.

Previous studies on organizational commitment have highlighted the necessity to explore the relationship between psychological capital, structural empowerment, career growth, and organizational commitment among Mongolian nurses. Therefore, this study seeks to identify the factors influencing nurses' organizational commitment and to provide foundational data that will aid in the development of strategies to enhance the organizational commitment of hospital nurses in Mongolia.

## 1.2. Purpose

This study investigated the relationships of psychological capital, structural empowerment, and career growth with organizational commitment in Mongolian nurses.

The specific objectives were as follows:

1. To identify levels of psychological capital, structural empowerment, career growth, and organizational commitment among Mongolian nurses.
2. To identify the differences in psychological capital, structural empowerment, career growth, and organizational commitment according to the general characteristics of Mongolian nurses.
3. To identify the correlations of psychological capital, structural empowerment, and career growth with organizational commitment among Mongolian nurses.
4. To determine the influence of psychological capital, structural empowerment and career growth on the organizational commitment in Mongolian nurses.

## Chapter 2 Research Methods

### 2.1. Research design

This study is cross-sectional descriptive research designed to identify the impact of psychological capital, structural empowerment, and career growth on organizational commitment among Mongolian nurses.

### 2.2. Participants

This study involved 130 nurses from two general hospitals in Ulaanbaatar, Mongolia. The aim was to identify factors influencing organizational commitment through multiple regression analysis. The required sample size was determined using the G\*Power 3.1.9.7 program, based on the methodology of previous research (Kwon & Ha, 2020). The analysis parameters were set with a significance level of .05, a power of .80, and a medium effect size of .15. The model included seven general characteristics (age, gender, marital status, education level, years of service, position, and current department) and three independent variables (psychological capital, structural empowerment, and career growth), totaling 10 predictor variables. To accommodate a potential 10% dropout rate during the study, the sample size was adjusted to 130 nurses.

The criteria for selection and exclusion of participants were as follows:

Inclusion criteria

- 1) Full-time registered nurses with at least 6 months of clinical nursing experience
- 2) Voluntarily participated in this survey

Exclusion criteria

- 1) Nurses with less than 6 months of clinical experience
- 2) Nursing manager (head nurse or higher position)
- 3) Those who wished to discontinue participation in this survey

## 2.3. Research instruments

The survey instrument used in this study comprised 82 questions, addressing general characteristics, organizational commitment, psychological capital, structural empowerment, and career growth.

The self-report questionnaires were available on websites to be used for research purposes without approval (organizational commitment: <https://scales.arabpsychology.com/s/the-organizational-commitment-questionnaire-ocq/>, structural empowerment: <https://www.uwo.ca/fhs/hkl/cweq.html/>, career growth: <https://www.researchgate.net/publication/323118278>). Permission to use the Psychological Capital Questionnaire (PCQ) free of charge was provided for research purposes by the website (<https://www.mindgarden.com/136-psychological-capital-questionnaire>)

In this study, four research instruments written in English were translated into Mongolian. To ensure accuracy and identify any errors that might have occurred during the translation process, four bilingual Mongolian nurses, proficient in both English and Mongolian, reviewed both the original and the translated measurement tools.

### 2.3.1. Organizational commitment

Organizational commitment, which refers to an employee's psychological attachment to their organization, was first quantified by Mowday et al. in 1979. This concept encompasses emotional, moral, and practical dedication, reflecting an individual's bond with their workplace. In our study, we will assess organizational commitment using the 'Organizational Commitment Questionnaire (OCQ)' developed by Mowday, Steers, and Porter in 1979 and translated into Mongolian. This instrument includes 15 items, each rated on a 5-point Likert scale from strongly disagree (1 point) to strongly

agree (5 points). Items 3, 7, 9, 11, 12, and 15 in the questionnaire are reverse-scored. Cronbach's alpha for the original study by Mowday, Steers, and Porter was .82. In a subsequent study by Thakre, N., & Mayekar, R. (2016) using the same instrument, Cronbach's  $\alpha$  reached .90. In our study, Cronbach's  $\alpha$  was .77.

### **2.3.2. Psychological capital**

Psychological Capital, as conceptualized by Luthans, Youssef, and Avolio in 2007, is defined as a construct that enhances individual well-being and organizational success. It encompasses the ability to set and pursue goals, confidence in one's own abilities, resilience in the face of challenges, and a positive outlook for the future. The PCQ, developed by Luthans et al. (2007), comprises 24 items. Participants rate each item on a 5-point Likert scale, which ranges from strongly disagree (1 point) to strongly agree (5 points). In the original study by Luthans et al. (2007), Cronbach's  $\alpha$  was reported as .76. Subsequently, a study by Jiawei Zhou and Yanjie Yang (2018) using the same questionnaire reported a Cronbach's  $\alpha$  of .92. In the current study, Cronbach's  $\alpha$  was .87.

### **2.3.3. Structural empowerment**

Structural empowerment is defined as the ability to mobilize information, resources, and support to accomplish tasks within an organization. It is further characterized by the extent to which employees feel they have access to these structures in their work settings (Kanter, 1977; 1993). The assessment of structural empowerment is facilitated through the Conditions for Workplace Effectiveness Questionnaire (CWEQ-1), which was developed by Kanter (1977, 1993) and later modified by Chandler (1986)

specifically for a nursing population. The Clinical Work Environment Questionnaire (CWEQ-2), modified by Laschinger, Finegan, Shamian, & Wilk (2001), includes seven fundamental dimensions: opportunity, information, support, resources, formal power, informal power, and autonomy in decision-making. This tool consists of 21 items, and participants provide responses on a 5-point Likert scale that ranges from strongly disagree (1 point) to strongly agree (5 points). In a study conducted by Laschinger et al. (2001), using this measurement tool resulted in a Cronbach's  $\alpha$  coefficient of .89. In the present study, the Cronbach's  $\alpha$  coefficient was .90.

#### **2.3.4. Career growth**

Career growth represents the advancement and development of employees within their current organization, primarily driven by positive job emotions and achievements. The Career Growth Scale, developed by Weng and Xi (2011), functions as a tool to measure aspects such as employees' goals, abilities, opportunities for promotion, and salary increases within the organizational framework. This scale is essential for assessing and fostering career growth, offering critical insights to decision-makers and administrators. It is especially significant in the healthcare sector, where it aids in improving job satisfaction and retention rates.

The Career Growth Scale (CGS) consists of 15 items, each evaluated on a 5-point Likert scale that ranges from "strongly disagree" (1 point) to "strongly agree" (5 points). The total score can range from a minimum of 15 points to a maximum of 75 points, with higher scores indicating perceived career growth. In a study conducted by Liu et al. (2015) using

this measurement tool, Cronbach's  $\alpha$  was reported as .87; in the current study, Cronbach's  $\alpha$  was .88.

#### **2.3.5. General Characteristics**

In this study, general characteristics such as age, gender, marital status, educational level, clinical experience, job position, and department of employment were measured.



## 2.4. Data analysis

The collected data were analyzed using the IBM SPSS Statistics 25.0 program. The specific statistical methods used were as follows.

- 1) The general characteristics of participants were analyzed using frequency, percentage, mean and standard deviation.
- 2) The participants' psychological capital, structural empowerment, career growth, and organizational commitment were analyzed using mean and standard deviation.
- 3) The differences in organizational commitment according to participants' general characteristics were analyzed through the independent *t*-test, one-way analysis of variance, and the Scheffé test for the post-test.
- 4) The correlations of psychological capital, structural empowerment, and career growth with organizational commitment were analyzed with the Pearson's correlation coefficient.
- 5) Multiple linear regression analysis was used to identify the factors that affect on organizational commitment.

## 2.5. Data collection

To investigate the characteristics of Mongolian nurses, the researcher employed a convenience sampling method, focusing on nurses employed at hospitals in Ulaanbaatar, Mongolia. The study was conducted at two public hospitals, the National Cancer Center Hospital and the National Center for Communicable Disease Hospital, both of similar size, to assess the general characteristics of Mongolian nurses. These hospitals were selected due to their relevance to the study's emphasis on healthcare professionals, specifically nurses, and their potential interactions with factors such as organizational commitment, psychological capital, structural empowerment, and career growth. All qualified nurses working at these hospitals during the designated data collection period were included in the study.

Data collection took place from February 2 to March 8, 2024. A total of 130 questionnaires were distributed, completed, and ultimately included in this study. Prior to data collection, the researcher obtained the nursing manager's cooperation and visited the nursing department to recruit participants. To distribute the questionnaires, the researcher orally explained the study's purpose and methods using a research description and then handed out the questionnaires only to nurses who consented to participate. The completed questionnaires were sealed and placed in a locked collection box, which the researcher retrieved one week later.

## 2.6. Ethical considerations

Ethical considerations were paramount throughout the research process. Approval was obtained from the Institutional Review Board (IRB) of Yonsei University Hospital (approval number CR323145) before commencing data collection, ensuring adherence to ethical guidelines and safeguarding participants' rights and welfare. Participants received detailed information about the study's objectives, procedures, potential risks, and benefits, and their informed consent was obtained prior to their involvement in the research. Confidentiality and anonymity of participants' responses were strictly maintained to uphold ethical standards and protect participant privacy.

## Chapter 3 Research Results

### 3.1. General characteristics of participants

The demographic characteristics of the participants are presented in Table 1. The mean age of the participants was 38.1 years (SD=9.9), with an age range from 19 to 60 years. Of the 130 participants, 123 (96.2%) were female and 5 (3.8%) were male. Regarding marital status, 35 (26.9%) were single, 90 (69.2%) were married, and 5 (3.8%) were classified as other. In terms of education, 27 (20.8%) held a diploma, 91 (70%) had a bachelor's degree, and 12 (9.2%) had a master's degree. The mean duration of clinical experience was 168.4 months (SD=118.7), ranging from 14 to 444 months. Concerning departmental distribution, 70 (53.8%) of the participants worked in internal medicine wards, 36 (27.7%) in surgical wards, and 24 (18.5%) in other departments.

Table 1. General characteristics of participants

			(N=130)
Characteristics	Categories	n(%)	Mean±SD
			38.1±9.9
Age (years)	≤25	17 (13.1)	
	26-30	20 (15.4)	
	31-35	24 (18.5)	
	36-40	14 (10.8)	
	≥41	55 (42.3)	
Hospital	A hospital	80 (61.5)	
	B hospital	50 (38.5)	
Gender	Male	5 (3.8)	
	Female	125 (96.2)	
Marital status	Single	35 (26.9)	
	Married	90 (69.2)	
	Other	5 (3.8)	
Education	Diploma	27 (20.8)	
	Bachelor	91 (70.0)	
	≥ Master's	12 (9.2)	
Cinical experience (month)			168.5 ± 118.7
Department	Medical ward	70 (53.8)	
	Surgical ward	36 (27.7)	
	Others	24 (18.5)	

M=mean; SD= standard deviation

### **3.2. Organizational commitment, psychological capital, structural empowerment, and career growth**

Table 2 presents the descriptive statistics for the study variables, based on a total sample size of 130 participants. The participants demonstrated a moderate level of organizational commitment, with an average score of 55.8 (SD=5.8). The average values for each question in this instrument are presented in Appendix 1. Among these, the highest scores were recorded for the items "I am proud to tell others that I am part of this organization" and "Deciding to work for this organization was a definite mistake on my part," both scoring 4.2 (SD=0.6 and SD=0.8, respectively). In contrast, the lowest scores were recorded for the items (reverse-scored) "It would take very little change in my present circumstances to cause me to leave this organization" scoring 3.3 (SD=0.9), "Often, I find it difficult to agree with this organization's policies on important matters relating to its employees" scoring 3.3 (SD=0.8)

The psychological capital among participants was relatively high, with an average score of 85.0 (SD=9.5). The average value for each question is presented in Appendix 2. Among these, the highest scores were recorded for the items "Even when others get discouraged, I know I can find a way to solve the problem" and "I am confident that things will turn out well for me at work," both scoring 3.9 (SD=0.6). In contrast, the lowest scores were for "I am optimistic about my future at work" and "I tend to look on the bright side of things at work," each scoring 2.9 (SD=0.8).

In terms of structural empowerment, participants reported moderate levels, with a mean score of 74.6 (SD=8.8). The average value for each question in this instrument is presented in Appendix 3. Among these, the

highest scores were recorded for the item "The chance to gain new skills and knowledge on the job," both at 4.0 (SD=0.6) and 4.0 (SD=0.5), respectively. In contrast, "Challenging work" received the lowest score at 3.0 (SD=0.8). Furthermore, participants indicated moderate levels of perceived career growth, with a score of 53.8 (SD=7.5). The average value for each question in this instrument is presented in Appendix 4. Among these, the highest scores were for the items "Current job facilitates me to learn new work-related skills" at 4.0 (SD=0.6), "Current job facilitates me to accumulate abundant experience" at 4.0 (SD=0.7), and "I feel my career ability enhanced and improved" at 4.0 (SD=0.5). The lowest score was for "Compared with my colleagues, my salary raises faster" at 2.8 (SD=1.0).

Table 2. Descriptive statistics of the study variables

(N=130)

Variable	Number of items	Min	Max	M±SD	Item mean M±SD
Organizational commitment	15	42	75	55.8±5.8	3.7±0.4
Psychological capital	24	50	114	85.0±9.5	3.5±0.4
Structural empowerment	21	53	102	74.6±8.8	3.5±0.4
Career growth	15	34	75	53.8±7.5	3.6±0.5

M=mean; SD=standard deviation



### 3.3. Differences in psychological capital, structural empowerment, career growth, and organizational commitment according to general characteristics

The study explored differences in psychological capital, structural empowerment, career growth, and organizational commitment among participants, based on their general characteristics, as illustrated in Table 3.

Significant correlations were observed between department and psychological capital ( $F=6.00$ ,  $p=.003$ ), as well as structural empowerment ( $F=3.25$ ,  $p=.042$ ). Employees in the 'Other' department demonstrated higher psychological capital than those in the medicine ward. Additionally, educational background was associated with differences in psychological capital ( $F=6.30$ ,  $p=.002$ ) and structural empowerment ( $F=3.63$ ,  $p=.029$ ). Nurses with bachelor's and master's degrees scored higher on these measures compared to those with diplomas.

Hospital affiliation was significantly associated with career growth ( $F=9.21$ ,  $p=.003$ ), indicating varied opportunities across different hospitals. Gender differences in career growth were also notable, with men scoring higher than women ( $F=9.78$ ,  $p=.002$ ). These findings highlight the complex array of factors that influence career development trajectories within healthcare settings.



Table 3. Differences in psychological capital, structural empowerment, career growth, and organizational commitment according to general characteristics

(N=130)

Characteristics	Categories	n (%) or M±SD	Psychological capital		Structural empowerment		Career growth		Organizational commitment	
			M±SD	t/r/F ( <i>p</i> )	M±SD	t/r/F ( <i>p</i> )	M±SD	t/r/F ( <i>p</i> )	M±SD	t/r/F ( <i>p</i> )
Hospital	A hospital <sup>a</sup>	80	3.6±0.4	1.37	3.6±0.4	1.03	3.7±0.5	9.21	3.7±0.4	.646
	B hospital <sup>b</sup>	50	3.5±0.3	(.244)	3.5±0.3	(.312)	3.4±0.4	(.003)	3.7±0.3	(.423)
Age(years)	≤25	17	3.5±0.4	.80	3.5±0.4	1.07	3.8±0.5	1.74	3.6±0.4	1.98
	26-30	20	3.4±0.5	(.530)	3.4±0.3	(.374)	3.5±0.5	(.144)	3.5±0.4	(.101)
	31-35	24	3.6±0.3		3.6±0.5		3.7±0.4		3.7±0.4	
	36-40	14	3.5±0.2		3.6±0.2		3.5±0.3		3.7±0.2	
	≥41	55	3.6±0.4		3.6±0.4		3.5±0.5		3.7±0.4	
Gender	Male <sup>a</sup>	5	3.8±0.6	2.68	3.6±0.4	.96	4.2±0.5	9.78	3.9±0.3	.74
	Female <sup>b</sup>	125	3.5±0.4	(.104)	3.5±0.4	(.758)	3.6±0.5	(.002)	3.7±0.4	(.391)
Marital status	Single	35	3.5±0.4	.52	3.5±0.4	.48	3.7±0.5	2.83	3.6±0.4	.82
	Married	90	3.6±0.4	(.596)	3.6±0.4	(.623)	3.5±0.5	(.063)	3.7±0.2	(.443)
	Other	5	3.4±0.7		3.6±0.3		3.8±0.4		3.7±0.2	
Education	Diploma <sup>a</sup>	27	3.3±0.4	6.30	3.4±0.3	3.63	3.5±0.5	.84	3.7±0.3	.07
	Bachelor's <sup>b</sup>	91	3.6±0.4	(.002)	3.6±0.4	(.029)	3.6±0.5	(.434)	3.7±0.4	(.931)
	≥Master's <sup>c</sup>	12	3.6±0.4	a<b,c	3.4±0.6	a<b	3.5±0.6		3.7±0.5	
Clinical experience (month)		168.4±	3.5±0.4	.87	3.5±0.4	1.70	3.6±0.5	2.65	3.7±0.4	2.80
		118.7		(.706)		(.064)		(.075)		(.064)
Department	Medical ward <sup>a</sup>	70	3.5±0.4	6.00	3.5±0.4	3.25	3.5±0.5	2.77	3.7±0.3	1.99
	Surgical care ward <sup>b</sup>	36	3.5±0.4	(.003)	3.5±0.4	(.042)	3.7±0.5	(.066)	3.7±0.4	(.141)
	Others <sup>c</sup>	24	3.8±0.3	a<c	3.7±0.4		3.7±0.5		3.8±0.4	

M=mean; SD= standard deviation

\*Post-hoc testing was carried out using the Scheffe test

### 3.4 Correlations among psychological capital, structural empowerment, career growth, and job organizational commitment

A correlation analysis was conducted to determine the relationships among organizational commitment, psychological capital, structural empowerment, and career growth in a sample of 130 participants. Table 4 shows a statistically significant correlation between organizational commitment and psychological capital ( $r=.46$ ,  $p<.001$ ). This indicates that participants with higher organizational commitment tended to have lower psychological capital. Additionally, there was a statistically significant correlation between organizational commitment and structural empowerment ( $r=.51$ ,  $p<.001$ ), suggesting that higher organizational commitment was associated with greater structural empowerment.

There was also a statistically significant correlation between organizational commitment and career growth ( $r=.42$ ,  $p<.001$ ), indicating that participants with higher organizational commitment experienced greater career growth. Similarly, a significant correlation was found between psychological capital and structural empowerment ( $r=.50$ ,  $p<.001$ ), suggesting that participants with higher psychological capital had lower structural empowerment. Additionally, a significant correlation was observed between psychological capital and career growth ( $r=.52$ ,  $p<.001$ ), indicating that higher levels of psychological capital were associated with lower career growth. Finally, there was significant correlation between structural empowerment and career growth ( $r=.60$ ,  $p<.001$ ), showing that higher structural empowerment was linked to lower career growth.

Table 4. Correlations among psychological capital, structural empowerment, career growth and organizational commitment

(N=130)

Variables	Psychological capital	Structural empowerment	Career growth	Organizational commitment
	r (p)			
Structural empowerment	.50 (<.001)			
Career growth	.52 (<.001)	.60 (<.001)		
Organizational commitment	.46 (<.001)	.51 (<.001)	.42 (<.001)	

M=mean; SD= standard deviation

### 3.5 Factors influencing organizational commitment

Multiple regression analyses were conducted to investigate the impact of various factors on organizational commitment, with the results presented in Table 5. The Durbin-Watson statistic of 1.69 indicates no significant autocorrelation in the model's residuals, supporting the validity of the regression analysis. The variance inflation factors ranged from 1.48 to 1.73, all of which were below 10 indicating that multicollinearity among the independent variables was not a concern.

The explanatory power of the model was 30%, which was statistically significant ( $F=19.77$ ,  $p=.001$ ). Among the study variables, structural empowerment significantly and strongly impacts organizational commitment ( $\beta =.33$ ,  $t=3.44$ ,  $p=.001$ ). This suggests that employees who feel empowered within the organizational structure tend to have higher levels of commitment. Similarly, psychological capital significantly and strongly impacts organizational commitment ( $\beta=.24$ ,  $t=2.65$ ,  $p=.009$ ), indicating that an individual's psychological capital has a meaningful and positive influence on their commitment to the organization. However career growth ( $\beta=0.11$ ,  $t=1.10$ ,  $p=.271$ ) did not show statistically significant effects on organizational commitment.

Table 5. Factors influencing organizational commitment

(N=130)

Variables	B	SE	$\beta$	t	p	tolerance	VIF
(Constand)	1.51	.29		5.20	.000		
Psychological capital	.23	.09	.24	2.65	.009	.67	1.48
Structural empowerment	.30	.09	.33	3.44	.001	.60	1.67
Career growth	.08	.07	.11	1.10	.271	.58	1.73

$R^2=.57$ , Adjust  $R^2=.30$ .  $F=19.77$   $p=.001$ , Durbin-Watson=1.69

SE=standard error; VIF= variance inflation factor

## Chapter 4 Discussion

### 4.1. Discussion

This study aimed to provide the necessary data to develop strategies for improving the organizational commitment of hospital nurses by examining the relationship between research variables among nurses at two general hospitals in Mongolia. Organizational commitment, which has been extensively explored in the field of organizational behavior, is defined as the degree to which employees feel connected to their organization, participate actively, and are willing to put forth effort for its benefit (Meyer & Allen, 1991). It is commonly assessed using three dimensions: affective, continuance, and normative, which represent emotional attachment, perceived costs of leaving, and a sense of moral obligation, respectively (Meyer & Herscovitch, 2001).

In this context, our study evaluated organizational commitment among nurses, focusing on dimensions that influence their dedication and loyalty to their hospitals. The average level of organizational commitment among participants was 3.7 (SD=0.4), aligning with scores reported in similar studies of nurses (Li et al., 2021; Loes & Tobin, 2020). Our findings highlight that statements such as "I am proud to tell others that I am part of this organization" received a notably high score of 4.2 (SD=0.6), reflecting a strong sense of pride in their affiliation. Considering that the nurses in this study work at Mongolia's leading general hospitals, this high score indicates a significant level of pride in their workplace. To boost nurses' organizational commitment, it is essential to cultivate a

workplace culture that prioritizes employee well-being, encourages innovation, and rewards initiative (Choi & Kim, 2019; Trus et al., 2018). Such strategies are grounded in organizational behavior theories that highlight the role of supportive environments in enhancing employee motivation and commitment (Meyer & Allen, 1991). Recent research also underscores the importance of a supportive work environment in fostering commitment (Kim, Park, & Kim, 2023).

Structural empowerment has been identified as a key factor influencing organizational commitment, incorporating elements such as growth opportunities, informal power, and decision-making autonomy. Research consistently demonstrates that higher levels of structural empowerment correlate with increased organizational commitment among nurses (Laschinger & Wong, 2013; Cummings et al., 2010). Our findings indicate that while the opportunity to acquire new skills and knowledge on the job received a high score of 4.0 (SD=0.6), reflecting strong prospects for professional growth, the score for "Challenging work" was lower at 3.0 (SD=0.8), pointing to potential areas for enhancing empowerment efforts, possibly through resilience-building strategies. Effective strategies to boost structural empowerment may include offering ongoing professional development opportunities, establishing mentorship programs, and implementing participatory decision-making processes that engage nurses in shaping organizational policies and practices (Laschinger, Finegan, & Wilk, 2014).

In Mongolia, the healthcare system is currently experiencing significant reforms aimed at enhancing the working conditions for healthcare professionals, including nurses (Batbaatar et al., 2017). Despite these efforts, challenges such as limited resources, insufficient training



opportunities, and inadequate support structures continue to persist. The high turnover rate among nurses is particularly troubling, with many exiting the profession due to dissatisfaction with their working conditions and limited opportunities for career advancement (Davaasuren et al., 2021). These issues highlight the urgent need for targeted interventions to improve structural empowerment in Mongolian hospitals.

To effectively address these needs, it is crucial to improve access to information and provide professional development opportunities. Ensuring that nurses have access to relevant information about hospital policies, procedures, and performance is essential. This can be achieved through regular staff meetings, transparent communication channels, and digital platforms (Qin et al., 2023). Additionally, offering continuous professional development opportunities for nurses through training programs, workshops, and seminars will enhance their skills, knowledge, and confidence. This, in turn, increases their organizational commitment (Laschinger et al., 2001). Such a structured approach not only supports organizational commitment but also contributes to workforce stability and overall healthcare effectiveness in Mongolia.

The study also examined psychological capital, which Luthans (2004) defines as a positive psychological state characterized by hope, self-efficacy, resilience, and optimism. Nurses in our study exhibited moderate levels of psychological capital, with hope receiving the highest score at 3.9 (SD=0.6) and optimism the lowest at 2.9 (SD=0.8). This finding highlights the need for targeted interventions to boost optimism among nurses, which could in turn enhance their overall psychological capital and organizational commitment. Research indicates that higher levels of psychological capital correlate with improved job performance, increased

job satisfaction, and stronger organizational commitment (Avey, Luthans, & Jensen, 2009; Etebarian, Tavakoli, & Abzari, 2012). Given the high workloads and challenging conditions faced by nurses in Mongolian healthcare, enhancing psychological capital through specific interventions could significantly benefit their well-being and commitment to their organization.

Promoting leadership styles that prioritize psychological well-being, such as transformational leadership, is crucial. Transformational leaders inspire and motivate employees, fostering a positive work environment that enhances commitment and job satisfaction [Boamah, 2017; Pearson, 2020]. Implementing workshops and seminars focused on stress management, positive thinking, coping strategies, and goal-setting techniques can help build resilience among nurses. Additionally, establishing peer support groups or mentoring programs can provide crucial emotional support and foster resilience [Gilmartin, 2012].

While this study contributes to understanding organizational commitment among Mongolian hospital nurses, future research should explore additional factors such as job satisfaction, leadership styles, and work-life balance and their effects on organizational commitment. Research indicates that transformational leadership, which is marked by inspirational motivation and individualized consideration, positively influences nurses' organizational commitment (Iqbal, Fatima, & Naveed, 2020; Uslu Sahan & Terzioglu, 2022). Furthermore, transformational leadership significantly boosts organizational commitment by fostering a supportive and engaging work environment (Boamah et al., 2018; García-Guiu et al., 2020).

Organizational commitment is paramount for fostering employee engagement, job satisfaction, and retention, all of which are critical for

delivering high-quality patient care (Meyer & Allen, 1991). The impact of structural empowerment on organizational commitment highlights the importance of creating empowering work environments in healthcare organizations (Laschinger, Wong, & Grau, 2013). By prioritizing initiatives that promote structural empowerment and psychological well-being, healthcare organizations can strengthen nurses' commitment to their roles, resulting in improved patient care outcomes and increased organizational effectiveness.

In the context of Mongolia, where the healthcare system encounters distinct challenges, the implementation of these strategies is particularly pertinent. By addressing both structural and psychological factors, healthcare organizations in Mongolia can enhance support for their nursing staff, which in turn improves the quality of patient care and outcomes (Davaasuren et al., 2021; Batbaatar et al., 2017). It is crucial to strengthen psychological capital by developing leadership skills among nursing managers and providing educational opportunities for nurses (Laschinger et al., 2013). Additionally, offering fair compensation, continuously improving information-sharing systems related to nursing, and cultivating an organizational culture that empowers nurses with both formal and informal authority can significantly boost organizational commitment (Laschinger et al., 2013; Stordeur & D'Hoore, 2007).

It is crucial to develop the roles of middle management by augmenting their authority and responsibility, as well as establishing a robust personnel evaluation system (Stordeur & D'Hoore, 2007). Additionally, it is vital to strengthen educational opportunities to enhance nurses' expertise and to provide compensation based on competency (Duffield et al., 2011). These measures collectively foster a supportive work environment that not only retains nursing staff but also ensures the delivery of high-quality healthcare services.

## 4.2. Limitations of the study

This study provides valuable insights into the factors that influence organizational commitment among hospital nurses in Mongolia; however, it is important to acknowledge several limitations.

First, the cross-sectional design of this study limits our ability to establish causality between variables. Future research using longitudinal or experimental designs could offer a more robust understanding of the relationships identified in this study.

Second, the study's reliance on self-reported data may introduce response bias and social desirability bias. Participants could have given responses they considered favorable or socially acceptable, which could potentially affect the accuracy of the results.

Third, the study sample was limited to nurses from two high-level hospitals in Mongolia, potentially limiting the generalizability of the findings to other healthcare settings or populations. Future research involving more diverse samples could enhance the external validity of the findings.

Finally, although efforts were made to control for potential confounding variables, other unmeasured variables may have influenced the outcomes of interest. Future research should consider exploring additional factors that might impact organizational commitment among nurses.

### 4.3. Implications of the study

The findings of this study have several important implications for improving the organizational commitment of hospital nurses in Mongolia:

- Policy development: Healthcare policymakers should develop strategies to enhance structural empowerment and psychological capital among nurses. This approach will lead to improved nurse retention and better patient care outcomes.
- Organizational practices: Hospitals must prioritize regular staff meetings, maintain transparent communication, and provide ongoing professional development opportunities to support and empower their nursing staff.
- Leadership training: Investing in leadership training programs that promote transformational leadership can foster a positive work environment, thereby enhancing job satisfaction and commitment among nurses.
- Cultural considerations: Tailoring interventions to the unique cultural context of Mongolia can enhance their effectiveness in improving organizational commitment.
- Future research directions: Longitudinal studies are needed to explore various factors that affect organizational commitment, and research is needed to develop intervention programs to improve organizational commitment.
- By addressing these implications, Mongolian healthcare organizations can foster a more supportive environment for nurses. This, in turn, can lead

to enhanced organizational commitment, lower turnover rates, and improved patient care.

By adopting an evidence-based approach through intervention activities on the key determinants identified in this study, nursing managers can contribute to improving the quality of nursing services by improving organizational commitment through nurses' psychological and empowerment strategies.

## Chapter 5 Conclusion and Suggestions

### 5.1. Conclusion

This study aimed to identify the factors influencing organizational commitment among Mongolian nurses. Using a descriptive cross-sectional approach, the research sought to elucidate the determinants shaping organizational commitment in this specific context. Data were collected through paper questionnaires from 130 nurses across two hospitals in Mongolia, and subsequent analysis employed various statistical methods using SPSS/WIN 25.0.

The results of the multiple regression analysis indicated that both structural empowerment ( $\beta=.33$ ,  $t=3.44$ ,  $p=.001$ ) and psychological capital ( $\beta=.24$ ,  $t=2.65$ ,  $p=.009$ ) were significant predictors of organizational commitment. Structural empowerment demonstrated a stronger influence. Collectively, these factors accounted for 30% of the variance in organizational commitment among Mongolian nurses.

These findings underscore the critical roles of structural empowerment and psychological capital in promoting organizational commitment among nurses. Structural empowerment, which includes access to resources and support, is particularly influential and should be a priority for healthcare institutions. Psychological capital, which encompasses self-efficacy, optimism, hope, and resilience, also plays a crucial role in enhancing commitment.

The study improves our understanding of organizational commitment among Mongolian nurses and recommends investigating further factors,

including job satisfaction and leadership styles. By concentrating on boosting structural empowerment and psychological capital, healthcare organizations can improve job performance, job satisfaction, and staff retention, ultimately improving the quality of care in Mongolian hospitals.



## 5.2. Suggestions for future research

Based on the results of this study, the following suggestions are made.

- Longitudinal studies: Longitudinal studies should be conducted to track changes in organizational commitment among Mongolian nurses over time and to identify factors influencing these changes.
- Comparative studies: Comparative studies aim to compare organizational commitment across various countries or regions. This approach helps to understand the cultural and contextual variations and their impact on organizational commitment.
- Job satisfaction and commitment: Further research should investigate the relationship between job satisfaction and organizational commitment in Mongolian nurses, considering workplace factors.
- Leadership styles: Studies should explore how different leadership styles affect nurses' commitment in Mongolia, focusing on leadership behaviors that foster engagement.
- Intervention effectiveness: Research should evaluate the effectiveness of interventions aimed at improving structural empowerment and psychological capital in order to influence organizational commitment and patient care outcomes.
- Qualitative insights: Qualitative research should delve into nurses' motivations and experiences related to organizational commitment in Mongolia.
- Organizational culture: Studies should investigate the role of organizational culture in shaping nurses' commitment, including values and

norms within healthcare settings.

- Technology use: Research should explore the impact of digital platforms and communication technologies on information access and organizational commitment among nurses.
- Work-Life balance: Studies should investigate how work-life balance initiatives influence nurses' commitment and well-being in Mongolian healthcare environments.
- Patient outcomes: Research should examine the link between nurses' commitment levels and patient outcomes to understand the impact of commitment on healthcare quality.

These research directions aim to advance our understanding and provide practical insights for strengthening organizational commitment among nurses in Mongolia, ultimately improving healthcare delivery and outcomes.

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Appendix 1. Descriptive statistics for each item of organizational commitment

NO	Items*	M±SD
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	4.0±0.5
2	I talk up this organization to my friends as a great organization to work for.	4.1±0.5
3	I feel very little loyalty to this organization.	3.7±1.0
4	I would accept almost any type of job assignment in order to keep working for this organization.	3.5±0.7
5	I find that my values and the organization's values are very similar.	3.5±0.7
6	I am proud to tell others that I am part of this organization.	4.2±0.6
7	I could just as well be working for a different organization as long as the type of work was similar.	3.4±1.0
8	This organization really inspires the very best in me in the way of job performance.	3.6±0.8
9	It would take very little change in my present circumstances to cause me to leave this organization.	3.3±0.9
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	4.0±0.7
11	There's not too much to be gained by sticking with this organization indefinitely.	3.6±0.9
12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.	3.3±0.8
13	I really care about the fate of this organization.	3.5±0.7
14	For me this is the best of all possible organizations for which to work.	3.6±0.9
15	Deciding to work for this organization was a definite mistake on my part.	4.2±0.8
Total		3.7±0.4

\*Items 3, 7, 9, 11, 12, and 15 are reverse-scored.

## Appendix 2. Descriptive statistics for each item of psychological capital

NO	Items	M±SD
Hope		
1.	I can think of many ways to reach my current goals.	3.5±0.6
2.	I energetically pursue my goals.	3.5±0.7
3.	There are lots of ways around any problem.	3.5±0.7
4.	I can think of many ways to get out of a jam.	3.7±0.6
5.	I remain hopeful about my future because things will eventually turn out well.	3.1±0.9
6.	Even when others get discouraged, I know I can find a way to solve the problem.	3.9±0.6
sub-total		3.5±0.5
Efficacy		
7.	I am confident that I can perform effectively on many different tasks.	3.6±0.8
8.	I can meet the challenges of my job because I have the skills and knowledge necessary.	3.8±0.8
9.	I feel that I am accomplishing something worthwhile in my job.	3.7±0.8
10.	I can successfully complete challenging tasks because I have the ability to do so.	3.5±0.7
11.	I am able to work effectively even when things get difficult.	3.7±0.6
12.	I am good at getting things done, even if they are complex or difficult	3.6±0.7
sub-total		3.6±0.5
Resilience		
13.	I can deal with whatever comes my way at work.	3.0±0.9
14.	I can stay calm in the face of adversity.	3.7±0.7
15.	I am able to bounce back quickly from difficult situations at work.	3.8±0.7
16.	I am able to handle unpleasant or difficult situations with ease	3.5±0.9
17.	I am able to adapt to changes at work with ease.	3.7±0.8
18.	I have the ability to stay focused and not get sidetracked by distractions.	3.7±0.7
sub-total		3.5±0.5
Optimism		
19.	I generally believe that good things will happen to me at work.	3.6±0.8
20.	I am optimistic about my future at work.	2.9±0.8
21.	I am confident that things will turn out well for me at work.	3.9±0.6
22.	I generally expect that things will work out for me at work.	3.8±0.7
23.	I remain positive even when things are not going well at work.	3.3±1.0
24.	I tend to look on the bright side of things at work.	2.9±0.8
sub-total		3.3±0.4
Total		3.5±0.4

### Appendix 3. Descriptive statistics for each item of structural empowerment


NO	Items	M±SD
A	How much of each kind of <b>opportunity</b> do you have in your present job?	
1	Challenging work	3.0±0.8
2	The chance to gain new skills and knowledge on the job	4.0±0.6
3	Tasks that use all of your own skills and knowledge	4.0±0.5
	sub-total	3.7±0.4
B	How much access to <b>information</b> do you have in your present job?	
4	The current state of the hospital	3.4±0.8
5	The values of top management	3.2±0.8
6	The goals of top management	3.3±0.8
	sub-total	3.3±0.7
C	How much access to <b>support</b> do you have in your present job?	
7	Specific information about things you do well	3.5±0.7
8	Specific comments about things you could improve	3.5±0.6
9	Helpful hints or problem solving advice	3.6±0.7
	sub-total	3.6±0.6
D	How much access to <b>resources</b> do you have in your present job?	
10	Time available to do necessary paperwork	3.4±0.8
11	Time available to accomplish job requirements	3.5±0.8
12	Acquiring temporary help when needed	3.6±0.8
	sub-total	3.5±0.7
E	In my work setting/job: <b>(Job Activities Scale: Formal Power)</b>	
13	the rewards for innovation on the job are	3.5±0.7
14	the amount of flexibility in my job is	3.5±0.7
15	the amount of visibility of my work-related activities within the institution is	3.4±0.7
	sub-total	3.5±0.5
F	How much opportunity do you have for these activities in your present job: <b>(Organization Relationships Scale; Informal Power)</b>	
16	Collaborating on patient care with physicians	3.8±0.6
17	Being sought out by peers for help with problems	3.8±0.6
18	Being sought out by managers for help with problems	3.6±0.7
19	Seeking out ideas from professionals other than physicians, e.g. physiotherapists, occupational therapists, dietitians	3.5±0.7
	sub-total	3.7±0.5
G	How much of each kind of opportunity do you have in your present job? <b>(Autonomy in decision-making)</b>	
20	Overall, my current work environment empowers me to accomplish my work in an effective manner	3.7±0.7
21	Overall, I consider my workplace to be an empowering environment	3.7±0.7
	sub-total	3.7±0.6
	Total	3.5±0.4

Appendix 4. Descriptive statistics for each item of career growth

NO	Items	M±SD
1	Current job makes me closer to my career goals	3.4±0.8
2	Current job was related to my career goals, career ideal	3.3±0.8
3	Current job lays a foundation for my career objective	3.5±0.8
4	Current job provides me with good development opportunities	3.7±0.7
5	Current job facilitates me to learn new work-related skills	4.0±0.6
6	Current job facilitates me to learn new work-related knowledge	3.9±0.7
7	Current job facilitates me to accumulate abundant experience	4.0±0.7
8	I feel my career ability enhanced and improved	4.0±0.5
9	In current work unit, my position improves faster	3.8±0.7
10	In current work unit, my position is likely to move up	3.6±0.8
11	In current work unit, my position is more ideal than original unit	3.7±0.7
12	Compared with my colleagues, my position improves faster	3.1±0.9
13	In current work unit, my salary raises faster	3.1±1.0
14	In current work unit, my present salary is likely to raise	3.4±0.9
15	Compared with my colleagues, my salary raises faster	2.8±1.0
Total		3.6±0.5

## Appendix 5. Survey explanation in Korean

[WSCH] 표준 권고 연구대상자 설명문 및 동의서 [임상연구]

 원주세브란스기독병원  
Wonsu Seiryo Christian Hospital

### 연구대상자 설명문

연구 제목: 몽골 간호사의 긍정심리자본, 구조적 임파워먼트 및 경력 성장과 조직몰입과의 관계

시험 책임자: 연세대학교 원주간호대학 오드바야 대학원 석사 과정생

이 설명문은 이 연구에 대한 귀하의 이해를 돕기 위해 마련된 것이고, 이 연구에 대한 자세한 내용을 담고 있으니 이 설명문을 읽고 충분히 이해하고 생각하신 후에 참여 여부를 결정해주시기 바랍니다.

연구는 아직까지 명확하게 확인되지 않은 부분을 알아보기 위한 목적에서 이루어지는 것입니다. 그러므로 귀하는 이 연구에 참여할 지 여부를 결정하기에 앞서, 이 연구의 목적과 절차, 어떤 사람들이 이 연구에 참여하는지, 이 연구에 참여할 때 기대할 수 있는 이익과 위험하거나 불편한 점은 무엇인지 등에 대하여 연구에 대해 충분히 설명을 듣고 이해하시는 것이 중요합니다.

원하시는 경우 가족이나 그 외의 사람들과 의논하셔도 됩니다. 만약 귀하가 이 연구에 참여하기로 결정하신다면 동의 의사를 동의서에 표시하여 주시기 바랍니다.

귀하께서 자발적으로 동의하여 동의서를 작성하시는 경우에 연구에 참여하실 수 있으며 귀하께서는 이 연구에 참여하지 않기로 결정할 수도 있습니다. 참여하지 않기로 결정하더라도 어떠한 불이익도 없을 것입니다.

#### 1. 임상연구가 이루어지는 배경과 목적

병원의 의료서비스 제공에 있어서 간호사는 중요한 역할을 수행하며, 간호사의 조직몰입은 병원의 조직 유효성을 향상시키는 주요 요인으로 연구되어 왔습니다. 간호사의 조직몰입은 간호사의 직무만족, 업무수행능력과 이직의도에 밀접하게 관련되어 간호사의 조직몰입을 높이기 위한 방안을 모색할 필요가 있습니다. 이와 같은 이유로 많은 선행연구에서 간호사의 조직몰입에 관련 요인을 규명하고 있으나 몽골 간호사를 대상으로 한 조직몰입과 조직몰입의 관련 요인에 대한 연구는 수행되지 않았습니다. 따라서 본 연구 몽골 병원에 근무하는 간호사의 조직몰입을 파악하고 긍정심리자본과 구조적 임파워먼트 및 경력성장이 조직몰입에 미치는 영향을 파악하기 위하여 시도되었으며, 본 연구의 결과를 통해 몽골 간호사들의 조직몰입도 향상을 위한 전략을 수립하기 위한 기초자료를 얻고자 합니다.

#### 2. 임상연구에 참여하는 대상자의 수, 기간과 장소

이 연구는 몽골 울란바토르에 위치한 국립암센터와 국립감염병원에서 근무하는 총 130명의 간호사를 대상으로 할 것입니다. 연구 대상자는 6개월 이상의 임상경험이 있는 정규직 재직간호사로서 간호관리자는 제외됩니다. 귀하께서 연구참여에 동의하실 경우, 연구자가 병원에 방문하여 연구에 대한 설명문을 통한 설명을 직접 제공하고 구조화된 설문지를 배부할 것이며, 참여자는 설문작성 기한내에 작성한 설문지를 병동내 설치된 회수 박스를 통해 회수하도록 계획되어 있습니다.

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한 행 일  
2024.01.18



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### 3. 임상연구의 절차 및 방법

이 임상연구에서 귀하를 대상으로 이루어지는 절차는 다음과 같습니다.

귀하가 이 연구에 참여하기로 결정하셨다면, 아래의 대상자 동의서 양식에 서명하시게 됩니다. 서명 전 연구에 관하여 궁금한 사항이 있다면 연구자에게 질문하여 주십시오.

동의서에 설명하신 이후에, 연구자는 귀하가 이 연구의 참여자로 등록될 수 있는 기준에 해당하는지를 확인할 것입니다. 이 연구방법은 총 82개 문항으로 구성된 조사지를 활용한 설문조사입니다. 설문조사에 소요되는 시간은 총 15~20분 정도이며, 설문조사 완료 후 설문지를 각 병동에 비치한 회수 박스를 통해 회수할 예정입니다.

### 4. 인체유래물 등의 수집 및 보관, 폐기에 관한 사항

본 연구에서는 인체유래물을 수집하지 않습니다. 수집하지 않습니다.

### 5. 임상연구에 참여하여 기대할 수 있는 이익

연구 참여로 인해 직접적인 이익은 없으나 궁극적으로 통골 간호사의 조직몰입을 향상시키기 위한 방안을 모색하고 전략을 개발하는데 도움이 되며, 질적 간호수행을 높여 환자 간호의 질을 향상시키는 데 기여할 것입니다.

### 6. 임상연구에 참여하여 예상되는 위험 및 불편

연구 대상자는 본 연구에 참여할 수 있는 자유가 있어, 언제든지 연구에 참여거부나 철회를 할 수 있으며, 연구 미참여에 따른 불이익을 경험하지 않는다. 단, 본 연구를 위한 설문지에 응답하기 위해 시간을 소모하거나 질문과 관련된 이전 기억을 회상해야 하는 불편감이 있을 수 있다는 위험 이외에 예상되는 위험은 없다.

### 7. 대체 치료 방법

본 항목은 해당사항이 없습니다.

### 8. 임상연구 참여에 따른 비용

귀하께서 본 연구의 참여자는 별도의 비용을 지불하는 것은 없습니다.

### 9. 임상연구 참여에 따른 금전적 보상

귀하께서 이 임상연구에 참여하시는 것에 대하여 5,000 원 이내의 사례품(물품)을 지급하여 드릴것입니다.

### 10. 연구와 관련한 손상이 발생한 경우, 대상자에게 주어진 보상이나 치료방법

이 연구는 설문조사 연구이므로 이에 해당되지 않습니다.

### 11. 대상자가 준수하여야 하는 사항

귀하는 이 임상연구에 참여하시는 동안 설문조사 작성일정을 준수하여 성실하게 응답하여 주셔야 합니다. 설문지를 작성하는 과정에서 불편감이 발생한 경우 연구자에게 알려주길 바라며, 연구진행과 관련하여 자세한 사항은 연구자에게 문의 주시면 설명 드리도록 하겠습니다.

## 12. 임상연구 참여에서의 중도 탈락

연구 도중 참여자가 어려움을 호소하면 언제든지 참여를 철회할 수 있으며, 귀하의 설문응답이 중단된 경우 연구참여자로부터 제외할 수 있습니다. 또한 중도탈락 이전까지 수집된 귀하의 정보는 연구에 사용될 수 있지만, 더 이상 새로운 연구정보를 수집하지 않을 것입니다.

## 13. 정보 수집 및 제공

본 동의서에 서명함으로써 귀하는 연구진이 귀하의 개인(민감)정보를 수집하고 사용하는데 동의하게 됩니다. (※ 자세한 사항은 아래 내용을 참조하여 주십시오.)

### 1) 개인정보의 수집·이용 목적

귀하의 개인정보를 수집 및 이용하는 목적은 몽골간호사의 조직몰입의  
관련요인을 조사하기 위한 목적입니다.

### 2) 수집하려는 개인(민감)정보의 항목

귀하의 연령, 성별, 결혼상태, 최종학력, 직위

### 3) 개인정보의 보유 및 이용 기간

귀하의 개인(민감)정보를 보유 및 이용하는 기간은 연구 종료 후 3년  
동안이며, 이 후 즉시 폐기될 것입니다.

### 4) 동의를 거부할 권리가 있다는 사실 및 동의 거부에 따른 불이익이 있는 경우 그 불이익의 내용

귀하는 위 개인(민감)정보 수집 및 이용, 제공에 대한 수락 여부를 자유롭게  
결정할 수 있습니다. 귀하가 개인(민감)정보 수집 및 이용, 제공에 수락하지  
않는 경우에도 귀하에 대한 진료와 처방에 어떠한 불이익도 발생하지  
않습니다. 그러나 동의를 거부할 경우 본 연구 참여에 제한을 받을 수  
있습니다.

### 5) 연구에서 수집된 대상 개인정보의 타인\* (제3자 또는 연구진이 본 연구 목적 외에 2차 목적으로 사용하는 범주까지 포함) 제공 여부와 만일 제공한다면 개인 식별정보를 포함하는지 여부

이 연구에서 수집하는 위의 개인(민감)정보는 본 연구 목적 이외의 목적으로  
사용되거나 타인에게 제공되지 않습니다. 개인(민감) 정보의 제공 관련한 수락  
여부는 마지막 페이지 '동의서'에 기재할 수 있습니다.

#### 14. 개인정보 및 기록에 대한 비밀보장

귀하가 이 연구에 참여하시는 동안에 수집되는 귀하의 기록은 비밀로 보장될 것이며, 연구의 결과가 보고서로 작성되거나 출판, 또는 발표되는 경우에도 귀하의 신원을 파악할 수 있는 기록은 비밀 상태로 유지될 것입니다.

이 연구를 모니터/점검하는 자, 연구심의위원회, 관계 부처 등은 귀하의 비밀을 침해하지 않고 관련 규정이 정하는 범위 안에서 연구의 실시 절차와 자료의 신뢰성을 검증하기 위하여 귀하의 의무기록을 직접 열람할 수 있으며, 귀하는 본 동의서 서식에 서명함으로써 귀하 또는 귀하의 법정대리인이 이러한 자료의 직접 열람을 허용하시게 됩니다.

연구목적으로 수집된 개인정보는 연구담당자가 익명으로 코딩하여 자료분석시 개인 식별을 할 수 없도록 할 것입니다. 수집된 자료는 컴퓨터 저장시에 문서 비밀번호를 설정하여 개인정보가 노출되지 않도록 관리할 것이며, 연구와 관련된 기록은 연구종료 후 3년간 보관 후 컴퓨터 파일은 연구삭제, 종이문서는 파쇄기를 사용하여 영구적으로 폐기될 것입니다.

#### 15. 참여/철회의 자발성

귀하는 언제든지 임상연구 참여에 대해 동의를 철회할 수 있으며, 이 경우, 임상연구 참여는 종료되고 연구진은 귀하에게 연구와 관련하여 추가적인 정보를 수집하지 않을 것입니다.

만일, 수집된 정보를 폐기하여 이용되지 않기를 원한다면, 귀하는 연구자에게 연락하여 귀하의 의사를 전달하셔야 합니다.

연구에 참여하지 않거나 중도에 그만 두기로 결정하더라도 귀하에 대한 어떠한 불이익이 발생하지 않을 것이며 귀하가 원래 받을 수 있는 이익에 대한 어떠한 손실도 없을 것입니다.

연구에 계속해서 참여할 지의 여부를 결정하는데 영향을 줄 만한 새로운 정보가 수집될 경우, 연구자는 이 정보를 귀하 또는 귀하의 대리인에게 적시에 알려드릴 것입니다.

또한 동의철회 이전까지 수집된 귀하의 정보는 연구에 사용될 수 있지만, 더 이상 새로운 연구 정보를 수집하지 않을 것입니다.

#### 16. 연락처

연구에 관한 질문에 연구책임자 또는 연구담당자가 답변을 할 것입니다. 연구기간 중 본인이나 법정대리인이 언제든지 질문을 하실 수 있으며 모든 의문점에 대하여 연락을 주시기 바랍니다.

##### 시험책임자 성명: 오드바야

연구기관 주소: 원주시 일산로 20 연세대학교 원주간호대학

연락처: 010-6730-6290, E-mail : ododko438@gmail.com

##### 공동연구자 성명: 김기경

☎ 033-741-0380/ 연락처: 010-9020-4028

임상연구에 참여하는 동안 참여자로서의 복지 및 권리에 대한 질문이 있는 경우 또는 연구와 직접적으로 관련되지 않은 누군가와 상담을 원하는 경우는 다음의 번호로 문의하실 수 있습니다.

연세대학교 원주세브란스기독병원 연구심의위원회 ☎ 033-741-1702, 03

연세대학교 원주세브란스기독병원 임상연구보호센터 헬프데스크 ☎ 033-741-1715



## Appendix 6. Survey explanation in Mongolian

[WSCH] 표준 권고 연구대상자 설명문 및 동의서 [임상연구]

 원주세브란스기독병원  
Wonsu Seobran Christian Hospital

### Судалгаанд оролцогчидод зориулсан тайлбар

Судалгааны сэдэв: Монголын сувилагчдын байгууллагын тууштай байдлын холбоотой хүчин зүйлүүд: зэрэг сэтгэл зүйн капитал, бүтцийн чадавхи, ажил мэргэжлийн өсөлт.

Судалгааны судлаач: Магистрын оюутан Дэлгэрэхийн Одбаяр, Йонсей их сургуулийн Вонжу сувилахуйн коллеж.

Судалгааны талаарх дэлгэрэнгүй мэдээллийг агуулсан энэхүү судалгааны талаар ойлгоход тань туслах үүднээс энэхүү тайлбарыг өгсөн болно. Энэ тайлбарыг сайтар уншиж, тунгаан бодож, дараа нь оролцох эсэхээ шийднэ үү.

Одоогоор тодорхой батлагдаагүй байгаа талуудыг судлах зорилгоор судалгаа хийдэг. Тиймээс энэхүү судалгаанд хамрагдах эсэхээ шийдэхийн өмнө зорилго, журам, судалгаанд хэн оролцох, оролцоход ямар үр өгөөж, эрсдэл, хүндрэл учирч болохыг бүрэн ойлгох нь чухал юм.

Хэрэв та хүсвэл гэр бүл эсвэл бусад хүмүүстэйгээ энэ талаар чөлөөтэй ярилцаарай. Хэрэв та энэхүү судалгаанд оролцохоор шийдсэн бол зөвшөөрлийн хуудсанд дээр зөвшөөрлөө бичнэ үү.

Хэрэв та сайн дураараа зөвшөөрч, зөвшөөрлийн хуудсанд гарын үсэг зурсан бол судалгаанд хамрагдах боломжтой. Гэсэн хэдий ч танд оролцохгүй байх сонголт бас бий. Та оролцохгүй гэж сонгосон ч сөрөг үр дагавар гарахгүй.

#### 1. Эмнэлзүйн судалгааны үндэслэл, зорилго.

Эмнэлэгт эмнэлгийн үйлчилгээ үзүүлэхэд сувилагч чухал үүрэг гүйцэтгэдэг бөгөөд сувилагч нарын зохион байгуулалтын үүрэг хариуцлага нь эмнэлгийн байгууллагын үр ашгийг дээшлүүлэх гол хүчин зүйл болох талаар өргөн судалсан. Сувилагчийн зохион байгуулалтын тууштай байдал нь тэдний ажлын сэтгэл ханамж, ажлын гүйцэтгэл, ажлаасаа гарах хүсэл эрмэлзэлтэй нягт холбоотой байдаг. Тиймээс сувилагчдын зохион байгуулалтын идэвхийг нэмэгдүүлэх арга хэмжээг судлах шаардлагатай байна. Өмнөх олон судалгаагаар сувилагчдын зохион байгуулалтын үүрэг хариуцлагатай холбоотой хүчин зүйлсийг тодорхойлсон боловч Монголын сувилагч нарын дунд байгууллагын тууштай байдал, түүнтэй холбоотой хүчин зүйлсийн талаар судалгаа хийгдээгүй байна. Иймээс энэхүү судалгаа нь Монголын эмнэлгүүдэд ажиллаж буй сувилагч нарын зохион байгуулалтын үүрэг хариуцлагыг ойлгох зорилготой юм. Нэмж дурдахад энэ нь зэрэг сэтгэл зүйн капитал, бүтцийн чадавхи, ажил мэргэжлийн өсөлт нь байгууллагын амлалтад үзүүлэх нөлөөг судлахыг эрмэлздэг. Энэхүү судалгааны үр дүнд бид Монголын сувилагч нарын зохион байгуулалтын үүрэг хариуцлагыг нэмэгдүүлэх стратеги боловсруулах суурь мэдээлэл цуглуулахыг зорьж байна.

#### 2. Эмнэлзүйн судалгаанд оролцогчдын тоо, үргэлжлэх хугацаа, байршил.

Энэхүү судалгаа нь Монгол Улсын нийслэл Улаанбаатар хотод байрлах Хавдар судлалын үндэсний төв болон Халдварт өвчин судлалын үндэсний төвд ажиллаж буй нийт 130 гаруй сувилагчдыг хамруулна. Судалгаанд оролцогчдод сувилахуйн менежерүүдийг оролцуулалгүйгээр дор хаяж 6 сарын эмнэлзүйн туршлагатай, байнгын сувилагчдыг багтаана. Хэрэв та судалгаанд оролцохыг зөвшөөрвөл судлаач эмнэлэг дээр очиж тайлбарын баримт бичгээр судалгааны талаар

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шууд тайлбар өгч, бүтэцлэгдсэн асуулга тараана. Оролцогчид эмнэлгийн тасагт байрлуулсан цуглуулгын хайрцгийг ашиглан бөглөсөн анкетыг заасан хугацаанд буцааж өгөхөөр төлөвлөж байна.

### 3. Эмнэлзүйн судалгааны журам, арга

Энэхүү эмнэлзүйн судалгаанд танд хийсэн процедурыг дараах байдлаар тайлбарлав. Та энэхүү судалгаанд оролцохоор шийдсэний дараа доорх мэдээлэлтэй зөвшөөрлийн маягтанд гарын үсэг зурахыг хүсэх болно. Судалгааны талаар асуух зүйл байвал гарын үсэг зурахаасаа өмнө судлаачаас асуугаарай.

Зөвшөөрлийн маягтаар дамжуулан танд мэдэгдсний дараа судлаач таныг энэхүү судалгаанд оролцогчоор элсэх шалгуурыг хангаж байгаа эсэхийг шалгах болно. Судалгааны аргачлалд нийт 82 асуултаас бүрдсэн санал асуулга ордог. Судалгааг бөглөхөд ойролцоогоор 15-20 минут шаардагдах бөгөөд судалгаа дууссаны дараа тойрог бүрт байрлуулсан цуглуулгын хайрцагтар дамжуулан асуулгын хуудсыг буцааж өгөх боломжтой.

### 4. Хүний гарал үүсэлтэй материалыг цуглуулах, хадгалах, устгах

Энэ судалгаанд хүний гараар бүтсэн материал цуглуулахгүй. Цуглуулга хийхгүй.

### 5. Эмнэлзүйн судалгаанд оролцохын ашиг тус

Судалгаанд оролцох нь хувь хүнд шууд ямар ч ашиг тус байхгүй ч гэсэн зорилго нь Монгол сувилагчдын зохион байгуулалтыг сайжруулах арга замыг судалж, стратеги боловсруулах явдал юм. Судалгаанд оролцох нь сувилахуйн чанарын дадлыг нэмэгдүүлэх замаар сувилахуйн тусламж үйлчилгээний чанарыг сайжруулахад хувь нэмэр оруулж, эцсийн дүндээ өвчтөний тусламж үйлчилгээний чанарыг сайжруулж чадна.

### 6. Эмнэлзүйн судалгаанд оролцоход учирч болох эрсдэл ба таагүй байдал

Судалгаанд оролцогчид ямар ч сул талгүйгээр хүссэн үедээ судалгаанаас татгалзах, татгалзах эрхтэй. Гэсэн хэдий ч, санал асуулгад хариулах нь цаг хугацаа, асуултуудтай холбоотой өмнөх туршлагыг эргэн санахад шаардагдах тул зарим нэг таагүй байдал гарч болзошгүй. Энэхүү боломжит таагүй байдлаас гадна энэхүү судалгаанд оролцохтой холбоотой урьдчилан тооцоолсон эрсдэл байхгүй.

### 7. Эмчилгээний өөр аргууд

Энэ судалгаатай холбоотой өөр эмчилгээний аргууд байхгүй тул энэ зүйл хамаа рахгүй.

### 8. Сургалтад оролцох зардал.

Энэхүү судалгаанд оролцогчийн хувьд та тусдаа зардал гаргахгүй.

### 9. Судалгаанд оролцоход санхүүгийн дэмжлэг үзүүлэх

Энэхүү эмнэлзүйн судалгаанд оролцсонд талархал илэрхийлж бид 5000(\$ 5.00) солонгос вон буюу түүнээс бага үнэтэй бэлэг өгөх болно.

### 10. Судалгаатай холбоотой хохирол учирсан тохиолдолд нөхөн төлбөр.

Энэхүү судалгаанд хамаарахгүй

### 11. Оролцогчдод зориулсан удирдамж

Энэхүү эмнэлзүйн судалгаанд оролцохдоо санал асуулгад заасан хуваарийн хүрээнд үнэнчээр хариулах нь чухал юм. Анкет бөглөх явцад танд таагүй мэдрэмж төрвөл судлаачид мэдэгдэнэ үү.

Судалгааны явцын талаар дэлгэрэнгүй мэдээлэл авахыг хүсвэл судлаачтай холбоо бариарай, тэд нэмэлт тайлбар өгөх болно.

## 12. Сургалтын оролцоог орхих

Хэрэв оролцогч судалгааны явцад хүндрэлтэй байгаагаа илэрхийлбэл тэд хэдийд ч оролцохоос татгалзаж болох ба хэрэв таны санал асуулгын хариултыг зогсоовол таныг судалгаанаас хасаж болно. Нэмж дурдахад, хураах хүртэл цуглуулсан мэдээллийг судалгааны зорилгоор ашиглаж болох боловч шинэ судалгааны мэдээлэл цуглуулахгүй.

## 13. Мэдээлэл цуглуулах, хангах

Энэхүү зөвшөөрлийн маягтанд гарын үсэг зурснаар та өөрийн хувийн мэдээллийг судлаачид цуглуулах, ашиглахыг зөвшөөрч байна.

1) Хувийн мэдээллийг цуглуулах, ашиглах зорилго

**Таны хувийн мэдээллийг цуглуулах, ашиглах зорилго нь судалгааны зорилгоор юм.**

2) Цуглуулсан хувийн (эмзэг) мэдээллийн зүйлүүд.

**Нас, Хүйс, Гэр бүлийн байдал, Боловсролын түвшин, Албан тушаал**

3) Хувийн мэдээллийг хадгалах, ашиглах хугацаа

**Таны хувийн мэдээллийг судалгаа дууссанаас хойш гурван жилийн турш хадгалж, ашиглах бөгөөд дараа нь тэр даруй устгана.**

4) Зөвшөөрөл өгөхөөс татгалзах эрхтэй, хэрэв зөвшөөрөөгүйгээс болж сул тал байгаа бол сул талын агуулга.

**Та дээрх хувийн (эмзэг) мэдээллийг цуглуулах, ашиглах, өгөхийг зөвшөөрөх эсэхээ шийдэх эрхтэй. Хэрэв та хувийн (эмзэг) мэдээллийг цуглуулах, ашиглах, өгөхийг хүлээн зөвшөөрөхгүй бол таны эмчилгээ, жороор шийтгэл хүлээхгүй. Гэсэн хэдий ч, хэрэв та зөвшөөрөхөөс татгалзвал энэ судалгаанд оролцохыг хязгаарлаж магадгүй юм.**

5) Судалгаанд цуглуулсан хувийн мэдээллийн бусад\* (гуравдагч этгээд эсвэл судлаачид үүнийг судалгааны зорилгоос бусад хоёрдогч зорилгоор ашиглаж болно) ашигласан ангиллыг багтаасан), хэрэв байгаа бол энэ нь хувийн мэдээллийг агуулсан эсэх.

**Энэхүү судалгаанд цуглуулсан дээрх хувийн мэдээллийг энэхүү судалгааны зорилгоос өөр зорилгоор ашиглахгүй эсвэл бусдад өгөхгүй.**

## 14. Хувийн мэдээлэл, бүртгэлийн нууцлал

Энэхүү судалгаанд хамрагдах явцад цуглуулсан бүртгэл тань нууц байх болно. Судалгааны үр дүнг тайлагнасан, нийтэлсэн эсвэл танилцуулсан тохиолдолд ч гэсэн таныг таньж болох бүртгэлүүдийг чанд нууцлалтайгаар хадгалах болно.

Энэхүү судалгаанд хяналт тавих, аудит хийх үүрэгтэй хүмүүс, Байгууллагын хяналтын зөвлөл, холбогдох байгууллага гэх мэт хүмүүс таны нууцлалыг зөрчихгүйгээр журамд заасан хүрээнд таны ажлын бүртгэлд шууд нэвтэрч болно. Энэхүү зөвшөөрлийн маягтанд гарын үсэг зурснаар та эсвэл таны хууль ёсны төлөөлөгч эдгээр бүртгэлд шууд нэвтрэх эрхийг олгож байна.

Судалгааны зорилгоор цуглуулсан хувийн мэдээллийг судалгааны ажилтнууд өгөгдөлд дүн шинжилгээ хийх явцад нэрээ нууцлан кодлох бөгөөд хувь хүнийг танихаас сэргийлнэ. Цуглуулсан



өгөгдлийг компьютерт хадгалах явцад баримт бичгийн нууц үгийг тохируулснаар хувийн мэдээлэл ил гарахаас хамгаална. Судалгаатай холбоотой бүртгэлийг судалгаа дууссанаас хойш гурван жилийн хугацаанд хадгалж, компьютерийн файлуудыг бүрмөсөн устгаж, цаасан баримтыг бүрмөсөн устгана.

#### 15. Сайн дурын /оролцооноос татгалзах

Та эмнэлзүйн судалгаанд оролцох зөвшөөрлөө хэдийд ч цуцлах эрхтэй. Ийм тохиолдолд таны судалгаанд оролцох эрхийг цуцалж, судалгааны баг тантай холбоотой нэмэлт мэдээлэл цуглуулахаас татгалзах болно.

Хэрэв та цуглуулсан мэдээллийг ашиглахгүй, устгахгүй байхыг хүсч байвал судлаачтай холбоо барьж шийдвэрээ мэдэгдээрэй.

Судалгаанд оролцохгүй байхаар шийдсэн эсвэл цуцлах нь танд ямар ч сөрөг үр дагавар гарахгүй бөгөөд та анх авах эрхтэй байсан тэтгэмжээ алдахгүй.

Хэрэв таны судалгаанд үргэлжлүүлэн оролцох шийдвэрт нөлөөлж болзошгүй шинэ мэдээлэл цуглуулсан бол судлаач танд эсвэл таны төлөөлөгчд нэн даруй мэдэгдэх болно.

Цаашилбал, зөвшөөрлийг буцаахаас өмнө цуглуулсан мэдээллийг судалгаанд ашигласан хэвээр байх боловч татгалзсаны дараа шинэ судалгааны мэдээлэл цуглуулахгүй.

#### 16. Холбоо барих хүмүүс

Судалгааны талаархи асуултад ерөнхий мөрдөн байцаагч эсвэл ерөнхий мөрдөн байцаагч хариулна. Суралцах хугацаанд та болон таны хууль ёсны төлөөлөгч хэдийд ч хүссэн асуултаа асууж болох бөгөөд асуух зүйл байвал бидэнтэй холбогдоно уу.

Судалгааны судлаачийн нэр: Дэлгэрэхийн Одбаяр

Судалгааны байгууллагын хаяг: Йонсей их сургуулийн Вонжу сувилахуйн коллеж, Вонжу хот, Илсан зам 20.

Холбоо барих утас: +8210-6730-6290, +97695623355 И-мэйл: ododko438@gmail.com

Судалгааны удирдагч:

Нэр: Ким Ки Кён

Холбоо барих утас: ☎ 033-741-0380 / +8210-9020-4028

Хэрэв танд судалгаанд оролцож байх үедээ таны сайн сайхан байдал, эрхийн талаар асуух зүйл байвал, эсвэл судалгаанд шууд оролцдоггүй хүнтэй ярилцахыг хүсвэл дараах утсаар Судалгааны хяналтын хороонд хандаж болно.

Йонсей их сургуулийн Вонжу Северанс Кристиан эмнэлгийн Байгууллагын хяналтын зөвлөл ☎ 033-741-1702, 03

Йонсей их сургуулийн Вонжу Северанс Кристиан эмнэлэг Клиникийн судалгааны хамгаалалтын төв тусламжийн ширээ ☎ 033-741-171516.

## Appendix 7. Consent form in Korean

[WSCH] 표준 권고 연구대상자 설명문 및 동의서 [임상연구]

 원주세브란스기독병원  
Wonsu Sebelas Christian Hospital

### 연구대상자 동의서

연구 제목: 용골 간호사의 긍정심리자본, 구조적 임파워먼트 및 경력 성장과 조직몰입과의 관계

시험 책임자: 연세대학교 원주간호대학 오드바야 대학원 석사 과정생

- 본인은 이 설명문을 읽었으며, 본 임상연구의 목적, 방법, 기대효과, 가능한 위험성, 타 치료 방법의 유무 및 내용, 정보 관리 등에 대한 충분한 설명을 듣고 이해하였습니다.
- 모든 궁금한 사항에 대해 질문하였고, 충분한 답변을 들었습니다.
- 본 연구에 동의한 경우라도 언제든지 철회할 수 있고, 철회 이후 다른 적절한 치료를 받을 수 있음을 확인하였습니다.
- 이 연구목적으로 개인(민감)정보 수집·이용·제공 등에 관한 설명을 이해하였습니다. (아래 두 질문은 개인 정보를 다른 목적으로 제공할 경우에만 ☐에 V 표시가 필요하며, 해당이 없다면 해당 없음 ☐에 V 표시 해주시기 바랍니다.)

① 설명문에 기술된 목적 이외의 다른 연구목적으로 귀하의 정보를 제공하는 것에 대해 동의하십니까?

☐ 해당 없음

② 귀하의 개인(민감)정보가 제공될 때 개인 식별정보를 포함하는 것에 동의하십니까?

☐ 해당 없음

5. 본인은 설명문 및 작성된 동의서 사본 1부를 받았습니다.

6. 충분한 시간을 갖고 생각한 결과, 본인은 이 연구에 참여하기를 자유로운 의사에 따라 동의합니다.

나는 위의 사항을 모두 인지하고 동의합니다. (이 부분에 체크 필요) ☐ 예

▶ 각 관계자 1명만 기입하되 만 19세 미만의 미성년의 경우 본인을 포함 법정대리인 서명 필요

연구대상자	대상자와의 관계	성명	자필서명	서명일(YYYY/MM/DD)
	본인			
	대리인	대상자와의 관계: 대리인 서명 사유:		
	참관인(필요시)	참관인 서명 사유:		

연구자	성명	자필서명	서명일(YYYY/MM/DD)

※ 본 동의서는 책임연구자 또는 책임연구자의 위임을 받고 IRB에 승인받은 연구자만 서명하실 수 있습니다. (본 문구가 삭제되어서는 안됩니다.)

※ 본 동의서는 우측 상단에 연구심의위원회 승인 직인이 있는 경우에만 유효합니다.

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## Appendix 8. Consent form in Mongolian

[WSCH] 표준 권고 연구대상자 설명문 및 동의서 [임상연구]

원주세브란스기독병원  
Wonju Severance Christian Hospital

### Судалгааны субъектуудад зориулсан мэдээлэлжүүлсэн зөвшөөрлийн маягт

Гарчиг: Монголын сувилагчдын сэтгэл зүйн зэрэг капитал, бүтцийн чадавхи, ажил мэргэжлийн өсөлт, байгууллагын тууштай байдлын хоорондын хамаарал

Судалгааны судлаач: Магистрын оюутан Дэлгэрэхийн Одбаяр, Йонсей их сургуулийн Вонжу сувилахуйн коллеж.

1. Би энэхүү тайлбарыг уншаад зорилго, арга, хүлээгдэж буй үр нөлөө, бэлтгэлгүй эрсдэл, бусад эмчилгээний аргуудын байгаа эсэх, агуулга, мэдээллийн менежмент гэх мэтнийг хүлээн авч ойлгосон.
2. Миний бүх асуултыг асууж, назад бүрэн хариулсан.
3. Та энэхүү судалгааг зөвшөөрсөн ч хүссэн үедээ татгалзаж, татгалзсаны дараа өөр тохирох эмчилгээ хийлгэж болно.
4. Энэхүү судалгаанд бид хувийн (эмзэг) мэдээллийг цуглуулах, ажиглах, хангах тайлбарыг ойлгосон. (Дараах хоёр асуултын хувьд хэрэв та өөр зорилгоор хувийн мэдээлэл өгсөн бол ☐ дээр V тэмдэг тавих шаардлагатай бөгөөд хэрэв үгүй бол "Хэрэглэх боломжгүй" хэсэгт V тэмдэглэнэ үү.)

① Та мэдэгдэл дурсанаас бусад судалгааны зорилгоор мэдээлэл өгөхийг зөвшөөрч байна уу?

☐ үгүй

② Таны хувийн (эмзэг) мэдээлэл өгөх үед таны хувийн мэдээллийг оруулахыг зөвшөөрч байна уу?

☐ үгүй

5. Тайлбарын хуудас болон бөглөсөн зөвшөөрлийн хуудасны нэг хувийг хүлээн авлаа.

6. Хангалттай цаг гаргаж, бэлсэны эцэст би энэхүү

Би дээрх бүх зүйлийг хүлээн зөвшөөрч, зөвшөөрч байна. (Энэ хэсгийг шалгах шаардлагатай) ☐ тийм

► Хүн тус бүрийг зөвхөн нэг хүн бөглөх ёстой бөгөөд 19 нас хүрээгүй тохиолдолд хууль ёсны төлөөлөгч, түүний дотор тухайн хүн өөрөө гарын үсэг зурах шаардлагатай.

Судлах сэдвүүд	Зорилтот үзэгчидтэй харилцах харилцаа	Нэр	Гараар бичсэн гарын үсэг	Гарын үсэг зурсан огноо (YYYY/MM/DD)
	Таны			
	Агент	Зорилтот үзэгчидтэй харилцах харилцаа: Төлөөлөгчид гарын үсэг зурах шалтгаанууд:		
	Ажиглагчид (шаардлагатай бол)	Ажиглагч гарын үсэг зурсан шалтгаанууд:		

Судлаач	Нэр	Гараар бичсэн гарын үсэг	Гарын үсэг зурсан огноо (YYYY/MM/DD)

※ Энэхүү зөвшөөрлийн маягт дээр зөвхөн ерөнхий мөрдөн байцаагчийн захиалга авч, IRB-ээр батлагдсан ерөнхий мөрдөн байцаагч эсвэл судлаач гарын үсэг зурж болно. (Энэ хэллэгийг хасч болохгүй.)

※Энэхүү зөвшөөрлийн маягт нь баруун дээд буланд Судалгааны хяналтын зөвлөлийн зөвшөөрлийн тамгатай тохиолдолд л хүчинтэй.

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## Appendix 9. Research Instruments in Korean

### I. 일반적 특성

※ 다음은 귀하의 일반적 특성에 대한 질문입니다. 각 문항에 해당하는 번호에 √ 표시하거나, 직접 기입하여 주십시오.

1. 귀하의 연령은? : 만\_\_\_\_\_세

2. 귀하의 성별은? : ① 남      ② 여

3. 귀하의 결혼상태는? : ① 미혼      ② 기혼      ③ 기타

4. 귀하의 최종 학력은? : ① 학부 3년제 졸업      ② 학사      ③ 석사 이상

5. 귀하의 총 근무경력은? : (      )년 (      )개월

6. 귀하의 직위는? : ① 간호사      ② 책임간호사

7. 귀하가 현재 근무하는 부서는?

: ① 내과병동      ② 외과병동      ③ 중환자실      ④ 응급실      ⑤ 수술실      ⑥ 기타

## II. 조직몰입

※ 다음은 조직몰입에 대한 질문입니다. 다음 문항을 읽고 귀하의 생각 또는 느낌과 가장 가까운 칸에 √ 표시해 주십시오.

번호	문항	전혀 그렇지 않다	약간 그렇지 않다	보통이다	그렇다	매우 그렇다
1	나는 우리병원의 발전을 위해 평소보다 더 많은 노력을 기울일 의사가 있다.	①	②	③	④	⑤
2	나는 친구들에게 우리 병원이 근무하기 좋은 직장이라고 말한다.	①	②	③	④	⑤
3	나는 우리병원에 대해 충성심을 거의 느끼지 못한다.	①	②	③	④	⑤
4	나는 우리병원에서 계속 근무하기 위해 어떤 업무가 주어지더라도 수행할 것이다.	①	②	③	④	⑤
5	나의 가치관과 우리병원의 경영철학이 매우 유사하다.	①	②	③	④	⑤
6	내가 우리 병원의 일원임을 남에게 자랑스럽게 말한다.	①	②	③	④	⑤
7	업무가 비슷하다면, 차라리 다른 병원에서 일하는 편이 낫다고 생각한다.	①	②	③	④	⑤
8	우리 병원에서는 내가 최선을 다해 업무를 수행하도록 동기를 부여해 준다.	①	②	③	④	⑤
9	현재의 내 상황이 조금만 바뀌어도 나는 이 병원을 떠날 것이다.	①	②	③	④	⑤
10	입사를 고려했던 다른 병원 대신에 우리 병원을 선택한 것을 기쁘게 생각한다.	①	②	③	④	⑤
11	우리 병원에 계속 있어봐야 나에게 별 이득이 없다고 생각한다.	①	②	③	④	⑤
12	나는 직원들의 중요한 문제에 관한 병원의 정책에 대해 동의하기가 어렵다.	①	②	③	④	⑤
13	나는 병원의 장래에 대해 깊은 관심을 가지고 있다.	①	②	③	④	⑤
14	우리 병원은 내가 일할 수 있는 직장 중에서 가장 좋은 곳이다.	①	②	③	④	⑤
15	내가 이 병원에서 근무하기로 결정한 것은 명백한 나의 실수다.	①	②	③	④	⑤

### Ⅲ. 긍정심리자본

※ 다음은 긍정심리자본에 대한 질문입니다. 다음 문항을 읽고 귀하의 생각 또는 느낌과 가장 가까운 칸에 √ 표시해 주십시오.

번호	문항	전혀 그렇지 않다	약간 그렇지 않다	보통이다	그렇다	매우 그렇다
1	나는 현재의 목표에 도달하는 여러 가지 방법을 고려한다.	①	②	③	④	⑤
2	나는 활기차게 나의 목표를 추구한다.	①	②	③	④	⑤
3	어떤 문제에도 여러 가지 해결책을 찾을 수 있다.	①	②	③	④	⑤
4	궁지에서 벗어나는 여러 가지 방법을 찾을 수 있다.	①	②	③	④	⑤
5	미래에 대하여 희망을 갖고 있으며, 결국 모든 것이 잘 해결될 것이다.	①	②	③	④	⑤
6	다른 사람들이 낙담할 때도 나는 문제해결 방법을 찾을 수 있다.	①	②	③	④	⑤
7	나는 여러 가지 다양한 작업을 효과적으로 수행할 수 있다.	①	②	③	④	⑤
8	나는 필요한 지식과 기술이 있기 때문에 직무과정에서 도전에 대처할 수 있다.	①	②	③	④	⑤
9	직장에서 가치있는 일을 성취하고 있다.	①	②	③	④	⑤
10	나는 능력이 있기 때문에 도전적인 작업을 성공적으로 완료할 수 있다.	①	②	③	④	⑤
11	어려움이 있어도 효과적으로 일할 수 있다.	①	②	③	④	⑤
12	복잡하거나 어려운 작업도 잘 처리할 수 있다.	①	②	③	④	⑤
13	직장에서 어떤 일이든 처리할 수 있다.	①	②	③	④	⑤
14	역경에 직면해서도 차분하게 대처할 수 있다.	①	②	③	④	⑤
15	직장에서 어려운 상황에서 빨리 회복할 수 있다.	①	②	③	④	⑤
16	불쾌하거나 어려운 상황을 쉽게 다룰 수 있다.	①	②	③	④	⑤
17	직장에서의 변화에 쉽게 적응할 수 있다.	①	②	③	④	⑤
18	집중력을 유지하고 주의를 산만하게 분산하지 않는다.	①	②	③	④	⑤
19	일반적으로 직장에서 좋은 일들이 일어날 것으로 믿는다.	①	②	③	④	⑤
20	직장에서의 나의 미래에 대해 낙관적이다.	①	②	③	④	⑤
21	직장에서 일들이 잘 해결될 것으로 자신한다.	①	②	③	④	⑤
22	일반적으로 직장에서 일들이 잘 해결될 것으로 기대한다.	①	②	③	④	⑤
23	일이 잘 풀리지 않을 때도 긍정적으로 생각하려한다.	①	②	③	④	⑤
24	직장에서 일어나는 일의 밝은 면을 보려 한다.	①	②	③	④	⑤

#### IV. 구조적 임파워먼트

※ 다음은 구조적 임파워먼트에 대한 질문입니다. 다음 문항을 읽고 귀하의 생각 또는 느낌과 가장 가까운 칸에 √ 표시해 주십시오.

번호	문항	전혀 그렇지 않다	약간 그렇지 않다	보통이다	그렇다	매우 그렇다
A	귀하는 현재 직무에 대하여 아래의 기회를 얼마나 가지고 있는가?					
1	도전적인 업무	①	②	③	④	⑤
2	직무에서 새로운 기술과 지식을 습득할 기회	①	②	③	④	⑤
3	자신의 모든 기술과 지식을 활용하는 작업	①	②	③	④	⑤
B	귀하는 현재의 직무에서 얼마나 많은 정보에 접근할 수 있는가?					
4	현재 병원의 상태	①	②	③	④	⑤
5	최고 경영진의 가치관	①	②	③	④	⑤
6	최고 경영진의 목표	①	②	③	④	⑤
C	귀하는 현재 직무에서 얼마나 많은 지원을 받을 수 있는가?					
7	본인이 잘하는 일에 대한 구체적인 정보	①	②	③	④	⑤
8	본인이 개선할 수 있는 부분에 대한 구체적 의견	①	②	③	④	⑤
9	도움이 되는 힌트 또는 문제 해결 조언	①	②	③	④	⑤
D	귀하는 현재 직무에서 얼마나 많은 자원을 사용할 수 있는가?					
10	필요한 서류 작업을 수행할 수 있는 시간	①	②	③	④	⑤
11	직무 요구사항을 수행할 수 있는 시간	①	②	③	④	⑤
12	필요한 경우 임시 도움을 얻는 것	①	②	③	④	⑤
E	본인의 근무환경/직무					
13	본인이 직무 혁신한 것에 대한 보상의 정도	①	②	③	④	⑤
14	본인의 직무를 탄력적으로 수행할 수 있는 정도	①	②	③	④	⑤
15	병원에서 나의 업무관련 활동을 가시적으로 보여주는 정도	①	②	③	④	⑤
F	귀하가 직무시 다음의 활동을 수행할 수 있는 기회는 얼마나 있는가?					
16	의사와 함께 환자 간호에 협력할 기회	①	②	③	④	⑤
17	동료들이 문제해결을 위해 본인의 도움을 구하는 경우	①	②	③	④	⑤
18	관리자가 문제해결을 위해 본인의 도움을 구하는 경우	①	②	③	④	⑤
19	의사 외의 전문가들(예: 물리치료사, 작업치료사, 영양사 등)으로부터 아이디어를 구하는 경우	①	②	③	④	⑤
G	귀하는 현재 직무에서 아래의 기회를 얼마나 가지고 있나요?					
20	전반적으로 현재의 근무환경은 나에게 효과적으로 일을 수행할 수 있는 권한을 부여한다.	①	②	③	④	⑤
21	전반적으로 나는 나의 직장을 권한이 부여된 환경으로 생각한다.	①	②	③	④	⑤

## V. 경력 개발

※ 다음은 경력개발에 대한 질문입니다. 다음 문항을 읽고 귀하의 생각 또는 느낌과 가장 가까운 칸에 √ 표시해 주십시오.

번호	문항	전혀 그렇지 않다	약간 그렇지 않다	보통 이다	그렇 다	매우 그렇 다
1	나는 현재 직무를 나의 경력 목표에 더 가깝게 만들고 있다.	①	②	③	④	⑤
2	현재 직무는 나의 경력 목표 및 이상에 관련이 있다.	①	②	③	④	⑤
3	현재 직무는 나의 경력 목표를 위한 기반이 된다.	①	②	③	④	⑤
4	현재의 직무는 좋은 발전의 기회를 제공한다.	①	②	③	④	⑤
5	현재의 직무는 새로운 업무 관련 기술을 학습할 수 있는 기회를 제공한다.	①	②	③	④	⑤
6	현재의 직무는 새로운 업무 관련 지식을 학습할 수 있는 기회를 제공한다.	①	②	③	④	⑤
7	현재의 직무는 나에게 풍부한 경험을 축적할 수 있는 기회를 제공한다.	①	②	③	④	⑤
8	나의 경력 역량이 향상되고 개선되었다.	①	②	③	④	⑤
9	현재 근무 부서에서 나의 직책이 빨리 승진되고 있다.	①	②	③	④	⑤
10	현재 근무 부서에서 나의 직책이 승진될 가능성이 높다.	①	②	③	④	⑤
11	현재 근무 부서에서 나의 직책은 이전 부서보다 더 이상적이다.	①	②	③	④	⑤
12	나의 동료들과 비교했을 때 나의 직책이 더 빨리 승진되고 있다.	①	②	③	④	⑤
13	현재 근무 부서에서 나의 급여가 더 빨리 인상되고 있다.	①	②	③	④	⑤
14	현재 근무 부서에서 급여가 인상될 가능성이 높다.	①	②	③	④	⑤
15	나의 동료들과 비교했을 때 나의 급여가 더 빨리 인상되고 있다.	①	②	③	④	⑤

## Appendix 10. Research Instruments in Mongolian

### Санал асуулга

#### I . Ерөнхий шинж чанар

※ Дараах асуултууд нь таны ерөнхий шинж чанартай холбоотой. Өөрт тохирохыг ✓-ээр тэмдэглэх эсвэл тохирох дугаарыг бөглөнө ҮҮ.

1. Та хэдэн настай вэ? : \_\_\_\_\_ настай
2. Таны хүйс? : ① Эрэгтэй    ② Эмэгтэй
3. Таны гэр бүлийн байдал? : ① Гэрлээгүй    ② Гэрлэсэн    ③ Бусад
4. Таны боловсролын түвшин? :  
① 3 жил коллеж төгссөн    ② Бакалаврын зэрэгтэй  
③ Магистр ба Үүнэс дээш зэрэгтэй
5. Таны нийт ажлын туршлага хэд вэ? : (    ) жил (    ) сар
6. Та ямар байр суурьтай байна вэ? :  
① Сувилагч    ② Ахлах сувилагч
7. Та одоо аль хэлтэст ажиллаж байна вэ?  
① Дотрын тасаг    ② Мэс заслын тасаг  
③ Эрчимт эмчилгээний тасаг    ④ Яаралтай тусламжийн тасаг  
⑤ Мэс заслын өрөө    ⑥ Бусад

## II. Байгууллагын ҮҮрэг хариуцлага

※ Дараах нь байгууллагын ҮҮрэг хариуцлагатай холбоотой асуултууд юм. ЗҮйл бҮрийг уншиж, таны бодол санаа, мэдрэмжийг хамгийн сайн илэрхийлж буй хайрцагт ✓ тэмдэглэнэ ҮҮ

№	Санал асуулга	Санал огт нийлэхгүй	Санал нийлэхгүй байна	Төвийг сахисан	Зөвшөөрч байна	Маш их санал нийлж байна
1	Би энэ байгууллагыг амжилтанд хүргэхийн тулд ердийн хүлээлтээс илүү их хүчин чармайлт гаргахад бэлэн байна	①	②	③	④	⑤
2	Би энэ байгууллагыг ажиллахад тохиромжтой байгууллага гэж найзууддаа ярьдаг.	①	②	③	④	⑤
3	Би энэ байгууллагад Үнэнч гэдгээ маш бага мэдэрдэг.	①	②	③	④	⑤
4	Би энэ байгууллагад Үргэлжлүүлэн ажиллахын тулд бараг ямар ч төрлийн ажлын даалгаврыг хүлээж авах болно.	①	②	③	④	⑤
5	Миний үнэт зүйлс болон байгууллагын үнэт зүйлс маш төстэй гэдгийг би олж мэдэв.	①	②	③	④	⑤
6	Би энэ байгууллагын нэг хэсэг гэдгээ бусдад хэлэхэд бахархаж байна.	①	②	③	④	⑤
7	Ажлын төрөл нь ижил байсан бол би өөр байгууллагад ажиллаж байсан ч болно.	①	②	③	④	⑤
8	Энэ байгууллага надад ажлын гүйцэтгэлийн арга барилд хамгийн сайн сайхныг урамшуулдаг.	①	②	③	④	⑤
9	Намайг энэ байгууллагыг орхихын тулд одоогийн нөхцөл байдалд маш бага өөрчлөлт орох болно.	①	②	③	④	⑤
10	Би элсэх Үед бодож байсан бусад хүмүүсээс илүүтэйгээр энэ байгууллагыг сонгосондоо туйлын баяртай байна	①	②	③	④	⑤
11	Энэ байгууллагатай хязгааргүй зууралдах нь тийм ч их зүйл биш юм.	①	②	③	④	⑤
12	Ихэнхдээ. Энэ байгууллагын ажилтнуудтай холбоотой чухал асуудлаарх бодлоготой санал нийлэхэд надад хэцүү санагдаж байна.	①	②	③	④	⑤
13	Би энэ байгууллагын хувь заяанд Үнэхээр санаа тавьдаг.	①	②	③	④	⑤
14	Миний хувьд энэ нь ажиллах боломжтой бүүх байгууллагуудаас хамгийн шилдэг нь юм.	①	②	③	④	⑤
15	Энэ байгууллагад ажиллахаар шийдсэн нь миний хувьд тодорхой алдаа байсан.	①	②	③	④	⑤



### III. Эерэг сэтгэл зүйн капитал

※ Дараах нь эерэг сэтгэл зүйн капиталтай холбоотой асуултууд юм. Зүйл бүрийг уншиж, таны бодол санаа, мэдрэмжийг хамгийн сайн илэрхийлж буй хайрцганд ✓ тэмдэглэнэ ҮҮ.

№	Санал асуулга	Санал огт нийлэхг Үй	Санал нийлэхг Үй байна	Төвийг сахисан	Зөвшөөрч байна	Маш их санал нийлж байна
1	Би одоогийн зорилгодоо хүрэх олон арга замыг бодож чадна.	①	②	③	④	⑤
2	Би зорилгоо эрч хүчтэйгээр биелүүлдэг.	①	②	③	④	⑤
3	Аливаа асуудлыг тойрч гарах олон арга бий.	①	②	③	④	⑤
4	Би түүжрэлээс гарах олон арга бодож чадна.	①	②	③	④	⑤
5	Эцсийн эцэст бүүх зүйл сайхан болж хувирах тул би ирээдүйдээ итгэлтэй хэвээр байна.	①	②	③	④	⑤
6	Бусад хүмүүс шантарсан ч би асуудлыг шийдэх арга замыг олж чадна гэдгээ мэддэг.	①	②	③	④	⑤
7	Би олон төрлийн ажлыг Үр дүнтэй гүйцэтгэж чадна гэдгээ итгэлтэй байна.	①	②	③	④	⑤
8	Надад шаардлагатай ур чадвар, мэдлэг байгаа учраас би ажлынхаа сорилтыг даван туулж чадна.	①	②	③	④	⑤
9	Надад шаардлагатай ур чадвар, мэдлэг байгаа учраас би ажлынхаа сорилтыг даван туулж чадна.	①	②	③	④	⑤
10	Би хийх чадвартай учраас хүнд хэцүү даалгавруудыг амжилттай гүйцэтгэж чадна.	①	②	③	④	⑤
11	Хэцүү байсан ч би Үр дүнтэй ажиллаж чаддаг.	①	②	③	④	⑤
12	Би аливаа зүйлийг төвөгтэй, хэцүү байсан ч амжуулахдаа сайн	①	②	③	④	⑤
13	Би ажил дээрээ юу ч тохиолдсон асуудлыг шийдэж чадна.	①	②	③	④	⑤
14	Би бэрхшээлийн өмнө тайван байж чаддаг.	①	②	③	④	⑤
15	Би ажлын хүнд хэцүү нөхцөл байдлаас хурдан сэргэж чаддаг.	①	②	③	④	⑤
16	Би таагүй эсвэл хэцүү нөхцөл байдлыг амархан даван туулж чаддаг	①	②	③	④	⑤
17	Би ажил дээрээ гарсан өөрчлөлтөд амархан дасан зохицож чаддаг.	①	②	③	④	⑤
18	Би анхаарал сарниулж, анхаарал сарниулахгүй байх чадвартай.	①	②	③	④	⑤
19	Ажил дээр надад сайн зүйл тохиолдох болно гэдэгт би ерөнхийдөө итгэдэг.	①	②	③	④	⑤
20	Би ажил дээрээ ирээдүйдээ өөдрөгөөр төсөөлдөг.	①	②	③	④	⑤
21	Ажил дээр бүүх зүйл сайхан болно гэдэгт итгэлтэй байна.	①	②	③	④	⑤
22	Би ерөнхийдөө ажил дээрээ бүүх зүйл бүтнэ гэж найдаж байна.	①	②	③	④	⑤
23	Ажил дээр бүүх зүйл сайнгүй байсан ч би эерэг хэвээр байна.	①	②	③	④	⑤
24	Би ажил дээрээ аливаа зүйлийг сайн талаас нь харах хандлагатай байдаг.	①	②	③	④	⑤

#### IV. БҮтцийн эрх мэдэл

※ Дараах нь БҮтцийн эрх мэдэлтэй холбоотой асуултууд юм. ЗҮйл бҮрийг уншиж, таны бодол санаа, мэдрэмжийг хамгийн сайн илэрхийлж буй хайрцганд ✓ тэмдэглэнэ ҮҮ.

№	Санал асуулга	Санал огт нийлэхг үй	Санал нийлэхг үй байна	Төвийг сахисан	Зөвшөө рч байна	Маш их санал нийлж байна
A	Таны одоогийн ажил төрөл бҮрийн боломж хэр их байдаг вэ?					
1	ХҮнд хэцүү ажил	①	②	③	④	⑤
2	Ажил дээрээ шинэ ур чадвар, мэдлэг олж авах боломж	①	②	③	④	⑤
3	Таны бҮх ур чадвар, мэдлэгийг ашигладаг даалгавар	①	②	③	④	⑤
B	Та одоогийн ажлын байрандаа мэдээлэл авах боломж хэр байна вэ?					
4	Эмнэлгийн өнөөгийн байдал	①	②	③	④	⑤
5	Дээд удирдлагын Үнэт зүйлс	①	②	③	④	⑤
6	Дээд удирдлагын зорилго	①	②	③	④	⑤
C	Та одоогийн ажилдаа хэр их дэмжлэг авах боломжтой вэ?					
7	Таны сайн хийдэг зүйлсийн талаархи тодорхой мэдээлэл	①	②	③	④	⑤
8	Таны сайжруулж болох зүйлсийн талаархи тодорхой сэтгэгдлүүд	①	②	③	④	⑤
9	Хэрэгтэй зөвлөмжүүд эсвэл асуудлыг шийдвэрлэх зөвлөгөө	①	②	③	④	⑤
D	Та одоогийн ажлын байрандаа нөөц бололцоо хэр байгаа вэ?					
10	Шаардлагатай бичиг баримтыг бҮрдүүлэх цаг	①	②	③	④	⑤
11	Ажлын шаардлагыг биелүүлэхэд хангалттай хугацаа	①	②	③	④	⑤
12	Шаардлагатай Үед тҮр зуурын тусламж авах	①	②	③	④	⑤
E	Миний ажлын байранд:					
13	Ажлын байран дээрх инновацийн урамшуулал нь	①	②	③	④	⑤
14	Миний ажлын уян хатан байдлын хэмжээ	①	②	③	④	⑤
15	Байгууллага доторх миний ажилтай холбоотой Үйл ажиллагааны харагдах байдлын хэмжээ	①	②	③	④	⑤
F	Таны одоогийн ажлын байранд эдгээр үйл ажиллагаа явуулах боломж хэр их байна вэ:					
16	Өвчтөний тусламж Үйлчилгээний талаар эмч нартай хамтран ажиллах	①	②	③	④	⑤
17	Асуудлыг шийдвэрлэхэд Үе тэнгийнхэн нь тусламж эрэлхийлдэг	①	②	③	④	⑤
18	Асуудлыг шийдвэрлэхийн тулд менежерүүдээс тусламж хайж байна	①	②	③	④	⑤
19	Физик засалч, хөдөлмөр засалч, хоол зүйч гэх мэт эмчээс бусад мэргэжлийн хүмүүсээс санаа авах	①	②	③	④	⑤
G	Таны одоогийн ажил төрөл бҮрийн боломж хэр их байдаг вэ?					
20	Ерөнхийдөө миний одоогийн ажлын орчин надад ажлаа Үр дҮнтэй гҮйцэтгэх боломжийг олгож байна	①	②	③	④	⑤
21	Ерөнхийдөө би ажлын байраа чадварлаг орчин гэж боддог	①	②	③	④	⑤

## V. Ажил мэргэжлийн өсөлт

※ Дараах нь карьер хөгжүүлэхтэй холбоотой асуултууд юм. Зүйл бүрийг уншиж, таны бодол санаа, мэдрэмжийг хамгийн сайн илэрхийлж буй хайрцганд ✓ тэмдэглэнэ ҮҮ.

№	Санал асуулга	Санал огт нийлэг Үй	Санал нийлэг Үй байна	Төвийг сахисан	Зөвшөө рч байна	Маш их санал нийлж байна
1	Одоогийн ажил намайг карьерийн зорилгодоо ойртуулж байна	①	②	③	④	⑤
2	Одоогийн ажил нь миний карьерын зорилго, карьерын санаатай холбоотой байсан	①	②	③	④	⑤
3	Одоогийн ажил нь миний карьерын зорилгод Үндэс суурийг тавьдаг	①	②	③	④	⑤
4	Одоогийн ажил надад хөгжлийн сайхан боломжийг олгож байна	①	②	③	④	⑤
5	Одоогийн ажил надад ажилтай холбоотой шинэ ур чадваруудыг сурахад тусалдаг	①	②	③	④	⑤
6	Одоогийн ажил нь надад ажилтай холбоотой шинэ мэдлэг сурахад тусалдаг	①	②	③	④	⑤
7	Одоогийн ажил надад арвин их туршлага хуримтлуулахад тусалдаг	①	②	③	④	⑤
8	Би карьерынхаа чадвар сайжирч, сайжирч байгааг мэдэрч байна	①	②	③	④	⑤
9	Одоогийн ажлын хэсэгт миний байр суурь илүү хурдан сайжирч байна	①	②	③	④	⑤
10	Одоогийн ажлын хэсэгт миний байр суурь дээшлэх магадлалтай	①	②	③	④	⑤
11	Одоогийн ажлын хэсэгт миний байр суурь анхны нэгжээс илүү тохиромжтой	①	②	③	④	⑤
12	Хамт ажиллагсадтайгаа харьцуулахад миний байр суурь илүү хурдан сайжирда	①	②	③	④	⑤
13	Одоогийн ажлын хэсэгт миний цалин илүү хурдан нэмэгддэг	①	②	③	④	⑤
14	Одоогийн ажлын хэсэгт миний одоогийн цалин нэмэгдэх магадлалтай	①	②	③	④	⑤
15	Хамт ажиллагсадтайгаа харьцуулахад миний цалин илүү хурдан нэмэгддэг	①	②	③	④	⑤

## 국문 요약

목적: 본 연구는 몽골 간호사의 심리 자본, 구조적 임파워먼트, 경력 성장 및 조직몰입 간의 관계를 규명하는 것을 목적으로 한다.

방법: 기술적인 본 단면 연구는 몽골 간호사의 조직몰입에 영향을 미치는 요인을 파악하기 위해 수행되었다. 본 연구는 울란바토르, 몽골에 소재한 2개의 종합병원에 근무하는 130명의 간호사를 대상으로 하였다. 자료는 SPSS/WIN 25.0 프로그램에서 기술통계, t-test, 분산분석, Scheffe's test, Pearson's 상관 계수, 다중회귀분석을 이용하여 분석하였다.

결과: 본 연구는 평균 연령 38.1세의 여성(96.2%)인 130명의 의료 전문가를 대상으로 조사하였다. 이 결과는 몽골 간호사의 조직몰입 수준은 평균 3.7점 ( $SD=0.4$ )으로 중간 수준임을 나타낸다. 구조적 임파워먼트는 조직몰입의 유의한 예측변수로 나타나( $\beta=.33$ ,  $t=3.44$ ,  $p=.001$ ), 조직 구조 내 권한을 지각하는 간호사가 더 높은 수준의 기여를 보이는 것을 시사한다. 마찬가지로 심리 자본은 조직몰입에 유의한 영향을 미치며( $\beta=.24$ ,  $t=2.65$ ,  $p=.009$ ), 개인의 심리 자본이 조직몰입에 미치는 긍정적인 영향을 강조한다. 그러나 경력 성장은 조직몰입에 통계적으로 유의한 영향을 나타내지 않았다( $\beta=.11$ ,  $t=1.10$ ,  $p=.271$ ).

결론: 본 연구의 결과는 몽골 간호사의 조직몰입에 영향을 미치는 요인에 대한 귀중한 통찰력을 제공한다. 간호사의 조직몰입을 높이기 위하여 직원의 심리적 자원을 육성하고 근무환경에서 조직적인 권한부여 시스템의 구축이 필요함을 의미한다. 이러한 결과는 전반적으로 몽골 의료 환경에서 간호사들이 조직 몰입을 향상하기 위하여 조직차원의 인적자원 관리전략 모색의 중요성을 강조한다.

주제어: 간호사, 임상 간호, 조직 몰입, 심리 자본, 구조적 임파워먼트, 경력 성장