Relationship between Nurses Job Satisfaction and Organizational Commitment

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Abstract: *Organizational commitment and job satisfaction are jobs related attitudes that have received considerable attention from researchers around the world. This is because committed and satisfied employees are normally high performers who contribute toward organizational productivity.The aim of this study is to assess the relationship between nurse's job satisfaction and organizational commitment. Descriptive co-relation design was used in this study with 591 nurses participating as a study sample from two different kind of hospitals. The data collection tools for this study were Minnesota Satisfaction Questionnaire and the Organization Commitment Questionnaire. The finding of the study revealed that, the majority of nurses have fair satisfaction to their job and most nurses had a good commitment to their organization. There was no statistically significant association between total intrinsic and extrinsic scores of satisfaction and total commitment individual domains score. In conclusion satisfied nurses tend to be more loyal to their organization. therefore the study recommend thatadministrators and mangers in healthcare organizations should give more consideration to nurses' satisfaction and other employees in their institutions due to its tremendous consequences on organization productivity and effectiveness. In order to increase the nurses' level of commitment, the manager can try to increase their nurses' level of job satisfaction in factors such as: the work itself, benefit programs, rewards, work conditions, and promotions. These can influence the way a person would feel and perceive about their jobs and their organization.*

I. Background

Nowadays, hospitals are confronting great competition and scarcer resources than ever before, They are also severely challenged by the external and internal environment to achieve their goals effectively and efficiently. Nurses, as the largest group of professionals, play an important role in determining the quality and cost of healthcare.[1] Their job performance is affected by job satisfaction and organizational commitment, which are in turn having a great impact on the organizational success.[2]

II. job satisfaction

Few organization have made job satisfaction a top priority, perhaps because they have failed to understand that satisfied employee tend to be more productive, creative, and committed to their employer.[3] Nurse leaders must be equipped with the information needed to assist in creating a workplace that will not only attract new nurses, but will retain the nurses it already has.[4] Many factors are reported to affect job satisfaction among Arab nurses, such as workload, incentives, job security, relationships with superiors, peers and organizational structure.[5]

Later research has shown that these different aspects can be arranged according to two dimensions: an **intrinsic** versus an **extrinsic** one. **Extrinsic satisfaction** refers to satisfaction with aspects that have little to do with the job tasks or content of the work itself, such as pay, working conditions and co-workers. **Intrinsic satisfaction** refers to the job tasks themselves (e.g. variety, skill utilization, autonomy) these will be the focus of this current study.[6]

III. Organizational Commitment

In the healthcare environment where nurses shortage is expected to increase beyond its current levels; maintaining a committed workforce is a strong advantage. Committed nurses provide asset value of stable, dedicated workforce; lower employee recruiting, training and development costs; retention of nurses with knowledge, skills, and abilities that are critical to organizational success; improved organizational image within the community; in addition, a committed workforce influences customer loyalty.[7] Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment

Organizational commitment is known as a multidimensional construct that has been shown to influence several positive job outcomes including reduced absenteeism and turnover, work effort, and job performance and has the potential to influence the effectiveness of an organization in rendering quality services.[6]

One model in the late nineties recognized the values of different facets toward commitment and integrates them into a theoretical framework.[8] The same had earlier constructed three-dimensional consists of the following components: (1) affective commitment (AC) reflects the emotional attachment to an organization when employees identify with an organization and enjoy the membership; (2) continuance commitment (CC) reflects the perceived costs-benefit evaluation of maintaining organizational membership; and (3) normative commitment (NC) reflects the feelings of obligation to remain with the organization.[9]

IV. Organizational Commitment & Job Satisfaction

Moreover, in a meta-analysis of 155 studies, it was found that organizational commitment and job satisfaction are closely interrelated.[4] Job satisfaction and commitment are immediate antecedents of intention to leave the workplace and turnover; the higher nurses' job satisfaction and commitment, the lower their intention to leave. So Understanding the association among job satisfaction, and organization commitment among Saudi nurses is most important in a time of nurse shortages.[10]

The Kingdom of Saudi Arabia, like many other countries, is suffering from high turnover rate with low commitment, some of health care sectors as governmental hospitals were suffering from high turnover rate 70% that was translated to high nurses shortage.[19]

However, in Saudi Arabia, the nursing workforce is dominated by expatriates. This condition brings more problems regarding nursing retention and delivering high quality of nursing care.[11] In addition, the health care industry need to identify factors contribute to the job satisfaction in order to implement a strategic plan for nurse retention.[12] On the other hand, the health-service organizations in Saudi Arabia are anxious to develop appropriate organizational strategies to enhance their nursing personnel's levels of commitment to the organization and profession. So, this study aim to determine whether perception of job satisfaction would lead to organizational commitment by nursing personnel

V. Research Methodology:

Research Design

Cross-sectional descriptive co-relational design was usedin this study

Study settings

The study was conducted at two health care organizations at Jeddah, one of the ministry of health hospital and one of University Hospital and was conducted at all in patient units at both hospitals including general Medical & Surgical units, critical units and Operating Theaters

Subjects

The sample size was estimated using sample size calculator. With a population of 1650 nurses in both hospitals, confidence level of 95% and confidence interval of 3.5, the sample size was computed to be 532 subjects and it was increased to 600 to insure representativeness of the sample. Only 591 subjects were included in the study as the other 9 subjects had incomplete data. The sample subjects of this study comprised two main groups, namely: nurse' managers, and bed-side nurses .

VI. Data Collection Tool

In this study, two main scales were used namely: Minnesota Satisfaction Questionnaire,[13] and the Organization Commitment Questionnaire[9].

1-Minnesota Satisfaction Questionnaire:

The Minnesota Satisfaction Questionnaire's[13] indicates how satisfied or dissatisfied respondents are with their jobs by asking respondents to rate themselves on 20 questions by using a five-point scale (1 =very dissatisfied to 5 = very satisfied). The revised MSQ form measures intrinsic job satisfaction and extrinsic job satisfaction, using questions like: 'The chance to be "somebody" in the community' (intrinsic), 'The chance to do something that makes use of my abilities' (intrinsic), 'The way my supervisor handles his/her workers' (extrinsic), and 'The working conditions' (extrinsic). MSQ found that a two-factor model (intrinsic and extrinsic job satisfaction) is superior to a one-factor model (total job satisfaction). Alpha coefficients were found to be ranging from 0,87 to 0,95, which support the internal consistency of the scale.

2-Organization Commitment Questionnaire:

This is a self reporting 18 items scale,[14]tool used to measure nurses' commitment toward organization. It includes statements reflecting nurses' perception of three types of commitment namely; affective commitment (6 statements), continuance commitment (6 statements); and normative commitment (6 statements). The responses were made on a 7 point scale ranging from 1 ("strongly disagree") to 7 ("strongly agree"). The higher the scores, the higher the commitment is. Four items on the commitment scale s have been worded such that strong agreement actually reflects a lower level of commitment .These are referred to as "reverse-keyed" items (identified by "R" after the statement).[14] This scale is validated using confirmatory analysis. Crombach alpha reliability range from (0.87 to 0.92).

Academic researcher license for the use of the employee commitment survey was obtained and the survey was E-mailed to the researcher.

In addition to the demographic part that including items related to the nurses' gender, age, educational level, current position experience and nationality will be developed by the researcher.

VII. Ethical Consideration:

The approval from Biomedical ethics unit, medical directors and nursing education department are obtained to conduct the study at University Hospital. Consent form was send by E-Mail to all head nurses of inpatient units from education department to cooperate and facilitate data collection. The researcher assistant gives all the information needed and orientation of the hospital. Staff nurses scheduling (Attendance sheet) are used as agued for unit extensionnumber, level of each unit and number of staff available

According to the rules of the Ministry of Health to conduct research study, a permission from General Directorate of Medical Research is obtained to start the data collection at Ministry Hospital on Jeddah. Approval is obtained from medical director and education department . The assistant of nursing director facilitate the data collection by giving the questionnaire to the supervisor of each department.

Ethical codes of conduct are to be strictly adhered to at all stages of the study, Regarding to ethical issues pertaining to participants' consent to participate, have sufficient information regarding the research and can withdraw from the study at any stage, a written cover letter verifying the purpose of the study and the type of data that would be collected will be included. Followed by an informed consent that confirms the participants' understanding of the information in the cover letter and signing the consent. Participants will be informed that participation is voluntary, and they have the right not to answer any question(s) or withdraw from the study at any stage without any penalty The researcher will maintain the anonymity of participants in the study by removing any names and identifiable

The study results

The first part of the result provides an overview of Socio-demographic variables of nurses in the sample including: age, marital status, and nationality.

The mean age of the nurses in the sample was 32.22 + 8.67. More than half of the sample (56%) had their ages ranged between 30 – 39 years .About three fourth of the sample (76.3% were married. Only 17.3% of the sample was Saudi and more than half of the sample was Indian, while 28.6% were Filipino. Regarding to years of experience the result shows that 35.5% of nurses were less than 5 years and about third of the nurse (29.44%) had years of experience ranged 10-14.More than half of the nurses 57.7% had diploma degree and 40.4% had bachelor degree when1.2 % had master degree.

Second part of the result is about assess nurses job satisfaction

Table (1) shows the frequency distribution of the nurses' intrinsic satisfaction of the sample. the majority of the nurses were satisfied regarding the following items:" " The chance to tell people what to do", "The chance to do things for other people", the chance to do something that make use of my abilities (82.9% ,77.8%,71.9) respectively. On the other hand, the dissatisfaction item that high percentage of the nurses about it in the intrinsic factors was: "The freedom to use my own judgment", (19.8%,).

**Table 1: Frequency Distribution of the Nurses'
Intrinsic Satisfaction of the Sample N = 591**

Statement	Satisfied	Neutral	Dissatisfied
	N (%)	N (%)	N (%)
Being able to keep busy all the time	380 (64.3)	141(23.9)	70 (11.8)
The chance to work alone on the job	332 (56.2)	152(27.4)	96 (16.2)
The chance to do different things from time to time	381 (64.5)	141(23.9	69 (11.7)
The chance to be somebody in the community	351 (42.5)	179 (30.3)	61 (10.3)
Being able to do things that don't go against my conscience	354 (59.9)	166 (28.1)	71 (12)
The way my job provides for steady employment	354 (59.9)	148(25)	89 (15.1)
The chance to do things for other people	460 (77.8)	95 (16.1)	26 (4.4)
The chance to tell people what to do	490 (82.9)	157(26.6)	45 (7.6)
The chance to do something that make use of my abilities	425 (71.9)	115 (19.5)	51 (8.6)
The freedom to use my own judgment	272 (46)	202 (34.2	117 (19.8)
The chance to tray my own methods of doing the job	298 (50.4)	186 (13.5)	107 (18.1)
The feeling of accomplishment I get from the job	354 (59.9)	156 (26.4	71 (12)

Table (2) presents the Nurses' Extrinsic Satisfaction. The Extrinsic factors the majority of the nurses were satisfied regarding the following items: "The way my co- workers get along with each other" and "The competence of my supervisor in making decisions", (72.9% and 71.2%,) respectively. About two third of the sample were satisfied regarding "the way the boss handle his/ her workers" (69.9%). On the other hand, the items that had high percentage of the nurses dissatisfaction as Extrinsic factors were: "My pay and the amount of work I do", "The working condition" and "The praise I get for doing a good job", (39.1%, 21.2%, 20%,) respectively.

Table 2: Frequency Distribution of the Nurses' Extrinsic Satisfaction of the Sample N = 591

Statement	Satisfied	Neutral	Dissatisfied
	N (%)	N (%)	N (%)
The way my boss handles his /her workers	413 (69.9)	100 (16.9	78 (13.2)
The competence of my supervisor in making decisions	421 (71.2)	109 (18.4)	61 (10.3)
The way company policies are put into practice	347 (58.7)	155 (26.2)	89 (15.1)
My pay and the amount of work I do	240 (40.6)	138 (23.4)	231 (39.1)
The chance for advancement on this job	339 (57.4)	160(27.1	92 (15.6)
The working condition	321 (54.3)	145 (24.5)	125 (21.2)
The way my co- workers get along with each other	431 (72.9)	115(19.5)	45 (7.6)
The praise I get for doing a good job	314 (53.1)	159 (26.9)	118 (20)

VIII.   Assess Nurses' Commitment:

Table (3) shows the majority of nurses agreement regarding the following items: "Right now", "staying with my organization is a matter of necessity as much as desire", "I owe a great deal to my organization", and "This organization deserves my loyalty", (61.8%, 59.1%, 58.9%) respectively.

Whereas the majority of disagree for the following items: I do not feel like "part of the family" at my organization, I do not feel "emotionally attached" to this organization, and I do not feel a strong sense of "belonging" to my organization, (55.3%, 53.8%,50.3%) respectively.

Table 3: Frequency Distribution of Nurses Commitment of the Sample N= 591

STATEMENT	Disagree	Undecided	Agree
	N (%)	N (%)	N (%)
Affective Commitment scale			
I would be very happy to spend the rest of my career with this organization.	235 (39.8)	109 (18.4)	247 (41.8)
I really feel as if this organization's problems are my own.	257 (43.5)	66 (11.2)	268 (45.3)
I do not feel a strong sense of "belonging" to my organization.	297 (50.3)	97 (16.4)	197 (33.3)
I do not feel "emotionally attached" to this organization.	318 (53.8)	76 (12.9)	197 (33.3)
I do not feel like "part of the family" at my organization.	327 (55.3)	72 (12.2)	192 (32.5)
This organization has a great deal of personal meaning for me.	178 (30.1)	100 (16.9)	313 (53)
Continues Commitment scale			
Right now, staying with my organization is a matter of necessity as much as desire.	150 (25.4)	76 (12.9)	365 (61.8)

It would be very hard for me to leave my organization right now, even if I wanted to.	194 (32.8)	102 (17.3)	295 (49.9)
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	220 (37.2)	110 (18.6)	261 (44.2)
I feel that I have too few options to consider leaving this organization	202 (34.2)	121 (20.5)	268 (45.3)
If I had not already put so much of myself into this organization, I might consider working elsewhere.	180 (30.5)	129(21.8)	282 (47.7)
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	201 (34)	140 (23.7)	249 (42.1)
Normative Commitment scale			
I do not feel any obligation to remain with my current employer.	237 (40.1)	127 (21.5)	197 (33.3)
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	193 (32.7)	114 (19.3)	274 (46.4)
I would feel guilty if I left my organization now.	70 (11.8)	114 (13.3)	234 (39.6)
This organization deserves my loyalty.	138 (23.4)	105(17.8)	348 (58.9)
I would not leave my organization right now because I have a sense of obligation to the people in it.	160 (27.1)	103 (17.4)	228 (38.6)
I owe a great deal to my organization.	138 (23.4)	104 (17.6)	349 (59.1)

Analyzing the relationship between nurses' job satisfaction and commitment to their organization Figure 3 shows correlation between Nurses' total Satisfaction score and total commitment Score of the Sample. There was no statistical significant correlation between total satisfaction score and Total commitment Score (p = 0.956)

Figure 1: Correlation between Nurses' Total Satisfaction Score and Total Commitment Score of the Sample
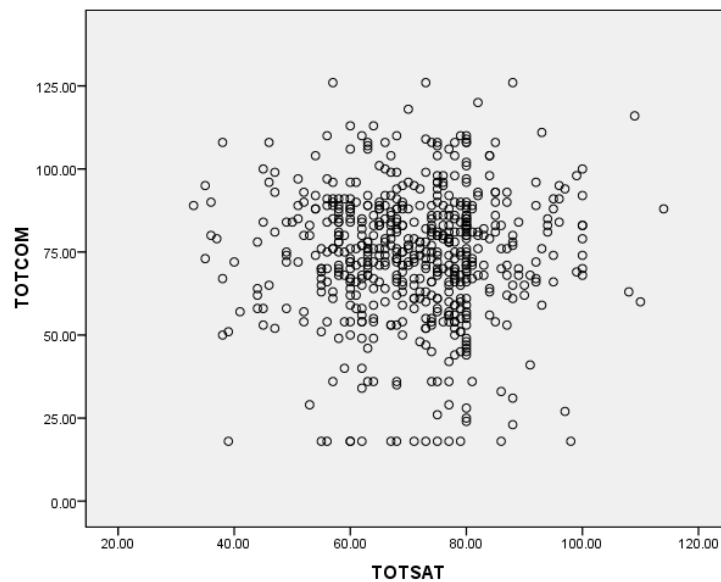
P = 0.958   r = 0.002

Table (4) shows correlation between nurses' total satisfaction score(Intrinsic, and Extrinsic) and total commitment domains score of the Sample. (Affective, Continuance, and Normative) . There was no statistically significant association between total intrinsic score of satisfaction and total commitment individual domains score (Affective, Continuance, and Normative) (p = 0.546, P = o.0.897, P = 0.728 respectively). Also There was no statistically significant association between total extrinsic satisfaction score and total commitment individual domain score) (Affective, Continuance, and Normative) p = 0.630, p = 0.964, p= 0.546)

Table 4: Correlation between Nurses' Total Satisfaction Domains score (Intrinsic, and Extrinsic) and Total Commitment Domain Score (Affective, Continuance, and Normative) of the Sample

Satisfaction	Intrinsic		Extrinsic	
Commitment	R	p	r	P
Affective	0.025	0.546	-0.020	0.630
Continuance	0.005	0.897	-0.002	0.964
Normative	0.014	0.728	-0.025	0.546

IX.   Discussion

The finding of the present study revealed the majority of nurses have fair satisfaction to their job. This finding is consistent with the view of study find Most nurses (84.2%) hadmoderate job satisfaction.[15]on the other hand one third of the sample almost had high and low satisfaction .this results emphasized by Gary Johnswho concluded that the highest percent of employees tend to be fairly satisfied with their job, The highest and lowest level of job satisfaction reported by the rest of the respondents[16].

As regards to intrinsic and extrinsic work values, influences on nurses' job satisfaction,[17]the study results revealed that nurses were satisfied with intrinsic factors more than extrinsic factors. That's mean nurses can satisfied them self interiorly more than the satisfaction promote from their environment and supervisors. This result is consistent with Herzberg's two–factors theory[18] who argued that intrinsic factors are more important than extrinsic factors on job satisfaction. Studies on nurse job satisfaction find that intrinsic factors are considered more important than extrinsic factors.[19, 20]

Moreover, This finding was in accordance with study find that the intrinsic factors are positively correlated to job satisfaction while extrinsic factors are negatively correlated to job satisfaction[21] Additionally This findings are supported study finding that indicated the intrinsic and extrinsic work values influence job satisfaction and nurses' intention to leave employment[22]

On the other hand, this finding is inconsistent with the study that indicates that nurses are having least level of commitment towards their organization. The calculated mean scores are lies between 1.26 and 6.12. The average score of organizational commitment is 3.87. They felt that they are disappointed to entered this occupation and sometime they are dissatisfied with this occupation. More over a study find most nurses are slightly agree that they are committed to their employing hospital.[23]

These findings which were supported by study consider the relationship between job satisfaction and organizational commitment not exist.[24] While, on the other hand, The findings were inconsistent with a result of study found strong correlation r (55) = .90, p < .05 between job satisfaction and an organizational commitment. The results suggested that the nurses' strongest attitudes towards organizational commitment and job satisfaction were their feelings of strong loyalty to their organization and satisfaction with the job itself.[25]

Other result found that satisfaction types like job qualifications, administrative structure and working environment, job security and social utility, career improvement facilities and working conditions and payments have all important effects on organizational commitment respectively in different time and forms.[26] Another result find job satisfaction was the strongest predictor of organizational commitment.[27]

Also other study were incoherent with present study find structural empowerment, psychological empowerment, job satisfaction, affective commitment, and normative commitment were positively correlated to each other.[28]

Furthermore, the meta-analysis found that job satisfaction was most strongly associated organizational commitment (r = 0.53).[29] Additionally, two other authors[144, 145] found that organizational commitment was related to overall job satisfaction (r = 0.64), satisfaction with work (r = 0.58), promotion opportunity (r = 0.55), supervision (r = 0.54), coworkers(r = 0.30) and pay (r = 0.22) among Canadian nurses. Furthermore, the regression analysis revealed that organizational commitment explained 41% of the variance in job satisfaction.[30, 31]

X.   Conclusion &Recommendation

Generally, satisfied nurses tend to be more loyal to their organization. When nurses are satisfied with their jobs, they will have a positive attitude feeling about their jobs. Therefore, it is unlikely that they will change it. Nurses prefer to stay in their organization and work hard for a return. Moreover, if nurses feel that the organization treats them fairly and well; the workers will feel that they are responsible to keep working hard for their organization. Also, in order to maintain their current satisfied jobs, nurses will perform well and work effectively, which is beneficial for the organization. Therefore, in order to increase the employees' level of commitment, the manager can try to increase their nurses' level of job satisfaction.

Based on the findings of the present study, Leader and manger should apply strategies and policies with intrinsic and extrinsic satisfaction rewards to make their staff more satisfied – which lead to increase the commitment and achieve perfect job performance.In order to increase the nurses' level of commitment, the manager can try to increase their nurses' level of job satisfaction in factors such as: the work itself, benefit programs, rewards, work conditions, and promotions. These can influence the way a person would feel and perceive about their jobs and their organization.

Job satisfaction and organizational commitment need to be more understanding and descriptive . Replication of this study in different settings with other healthcare professionals will be beneficial, variables such as empowerment and leadership style, turn over, and retention can be considered in future result to go deep into the subject of job satisfaction and organizational commitment.

XI.   Limitations Of The Study:

The first limitation of this study is the design which is cross-sectional descriptive design. The results couldn't be used to explain causal relationships among variables.

A second limitation for this study is that it targeted the nursing task force while the work environment includes many other healthcare and non-healthcare professionals who should be included in such assessment. The reason for including only nursing professionals is the nature of the study field and the need to improve nursing professional practice, and also to overcome the problematic phenomenon of nursing shortage and turnover.

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