

Job Satisfaction and Relationship with Organizational Commitment among Nurses

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Abstract

Background- Nurses' job satisfaction is one of the most important factors affecting organizational commitment. **Aim-** The study aimed to identify the relationship between job satisfaction and Organizational Commitment among nurses. **Methods and Materials-** A descriptive, correlational and cross-sectional study design carried out between (5th/September/2017 till 30th of May/2018) at five hospitals in Mosul/Iraq. Depending on the convenience sampling method and Non-probability sampling technique, a sample of (317) nurses were selected. Two instruments were used to collect data via an interview method with each subject (Minnesota Job Satisfaction Questionnaire "JS" and Organizational Commitment Questionnaire "OC"). To measure the content validity of the questionnaires, they exposed to five experts in the nursing field, whereas, the reliability of them was checked by Cronbach's alpha. The results of the study were demonstrated by descriptive statistic through (mean standard and deviation), and by inferential statistic through (stepwise regression). **Findings-** Total JS and its domains had significant relationships with total OC and its Affective and Normative domains, while they hadn't any significant relationships with total OC.

Keywords: *Job Satisfaction, Organizational Commitment, Nurse.*

Introduction

There are many factors affecting any work, one of them is Job Satisfaction, which required deep understanding in order to handle appropriately by employees, motivating and eliminating any disturbing factor(1). Great competition and scarcer resources are confronting hospitals nowadays than ever before, in addition to the external and internal environment that are severely challenging to achieve its goals effectively and efficiently(2).

The employees consider the repository of knowledge, abilities, and skills that competitors find extreme difficulty for imitating(3). Nurses, as professionals, constitute a large group of them, who are responsible for determining and providing health care in good quality and less cost(4). They have the diverse

tasks to perform, many roles to carry out, and profound experience needed to deal with many duties in many places in hospitals, so their role is very important and vital in hospitals(5). Many situations and factors make nurses stressful, as a climate of job uncertainty along with high organizational demands, in addition to the factors mentioned above which in turn have a significant impact on the organizational success(6).

Job satisfaction has a long-standing tradition in organizational research(7). It is defined as an individual's affective reaction or cognitive attitude toward job; it is an extent to which individuals like or dislike their job(4,8,9). It can result from organizational climate together with individual's perception and evaluation of a job, which is influenced by the individual's unique circumstances, such as needs, values, and expectations(10,(11), In addition to workload, incentives, job security and relationship with superiors, peer and organizational structure(6). Job Satisfaction is interrelated with emotions, and because of that, it affects organization as a whole productivity(12), efficiency(13), job performance, mental and physical health(14), fluctuation and absenteeism(15), also it affects the health of their personal relationships outside of work

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environment together with their self-evaluation(16,17). Later research has shown that Job Satisfaction 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”⁽⁶⁾.

Researchers have been investigating the relationship between employees and their employing organization for decades since they are aware of the importance of employees, who are the driving force of every organization⁽¹⁸⁾. In the healthcare environment where nurses' shortage is expected to increase beyond its current levels, a committed workforce must be maintained. Committed nurses provide a meaningful value of stable, professional workforce; lower employee recruiting; development and training costs; retention of nurses with knowledge; abilities and skills that are crucial to organizational success; improved organizational image within the community; in addition to that, a committed workforce and their loyalty to the organization⁽¹⁾.

Organizational commitment is the frame of employees' mind to commit to facilitating the achievement of the objectives of the organization and includes levels of staff identification, participation, and loyalty. It is an emotional response driven by employee attitudes, belief, and behavior. There are three types of organizational commitment: Affective (Emotional), Continuance, and Normative. Emotional commitment (or moral obligation) occurs when employees cling to the organizational values and goals, be emotionally attached to their organization; and begin to feel responsible for the success of their organization⁽¹⁹⁾. Continuance commitment occurs when the basis for staff participation with the organization is their related revenues, efforts, and costs. It describes as a kind of emotional attachment to the organization, it refers to the judgment of employees about whether spending on leaving the organization is greater than spending on continuing work⁽²⁰⁾, while feelings of the employees' toward the organization call normative commitment^(20,21).

The present study aimed to identify the relationship between job Satisfaction, and Organizational Commitment among nurses.

Material and methods

Descriptive, correlational and cross-sectional study design carried out between (5th/ September 2017 throughout 30th/ May 2018). Five hospitals in Mosul / Iraq were the setting of the study, they were pointed as A, B, C, D, and D. Depending on convenience sampling method and non-probability sampling technique, sample of (317) nurses selected based on inclusion criteria as; working at patient's bedside, having working work ≥ 5 years, and present in the ward in the study period. An interview was depended for gathering data- each of them lasted “30-40” minutes-by using two tools; Minnesota Job Satisfaction questionnaire “JS” of two aspects; Intrinsic Job Satisfaction “IJS” (12 items) and Extrinsic Job Satisfaction”EJS” (8 items)’⁽²²⁾, each item had five options rated from strongly dissatisfied=1 to strongly satisfied=5, the other tool was Organizational commitment “OC” of three aspects; Affective Organizational Commitment ‘AOC’ (six items), Normative Organizational Commitment ‘NOC’ (six items), and Continuance Organizational Commitment ‘COC’ (six items)⁽²³⁾, each item had five options rated from strongly disagree=1 to strongly agree=5, four items of the tool were reverse-keyed (labeled by “R” against each item). The means of the scales and their aspects obtained by summation of all scores and division of their numbers. Content validity of the scales measured by opinions and comments of five nursing experts, whereas the reliability checked through test-retest on fifteen nurses outside the final sample of the study, it resulted in a Cronbach's alpha of 0.83 for Job satisfaction and 0.87 for Organizational Commitment. The findings of the study demonstrated through mean and standard deviation as a descriptive statistic for the measured variables (PS and OC), and through stepwise regression to evaluate the impact of the prediction variables on the outcome results. Informal approvals were obtained from the participants prior to starting of collection data.

Findings

Table (1): Descriptive Statistics of JS and OC and their Aspects:

Variable	Mean of Scores	Minimum	Maximum	Mean	Standard Deviation
JS (Total);	60	40	80	61.93	8.47
Intrinsic	36	26	50	38.14	5.31
Extrinsic	24	13	34	23.79	4.06
OC (Total);	54	33	66	49.98	7.98
Affective	18	9	23	16.98	3.56
Normative Continuous	18	8	26	16.55	3.78
	18	10	25	16.45	3.09

Table (1) demonstrates that the total means of JS and their aspects were around the means of scores of the scale, while the total means of OC and its aspects were below the means of scores of the scale.

Table (2): Regression Findings for Organizational Commitment (OC)with respect to Job Satisfaction (JS)

Model(1)	Adj. R2	B	t. Value	F.	β
Intrinsic	.149	.261	7.502	56.276**	.035
Extrinsic	.085	.260	5.514	30.408**	.297
(1) Predictors (Constant)=JS Domains DV=AOC **P ≤ 0.001					
Model(2)					
Intrinsic	.230	.343	9.760	95.248**	.482
Extrinsic	.094	.290	5.811	33.773**	.311
(2)Predictors (Constant)=JS Domains DV=NOC **P. ≤ 0.001 level.					
Model(3)					
Intrinsic	.006	.057	1.740	3.027	.033
Extrinsic	.000	.036	.835	.697	.047
(3)Predictors (Constant)=JS Domains DV=COC					
Model(4)					
Intrinsic	.191	.662	8.705	75.782**	.44
Extrinsic	.086	.586	5.549	30.792**	.298
(4)Predictors (Constant)=JS Domains DV=TOC**P. ≤ 0.001					
Model(5)					
Total Job Satisfaction	.173	.394	8.189	67.055**	.419
(5)Predictor (Constant)=TJS DV=TOC**P. ≤ 0.001					
Model(6)					
Total Job Satisfaction	.149	.162	7.43	55.2**	.386
(5)Predictor (Constant)=TJS DV=AOC ** P. ≤ 0.001					
Model(7)					

Cont... Table (2): Regression Findings for Organizational Commitment (OC)with respect to Job Satisfaction (JS)

Total Job Satisfaction	.201	.201	8.97	80.454**	.451
(5)Predictor (Constant)=TJS DV=NOC ** P. ≤ 0.001					
Model(8)					
Total Job Satisfaction	.004	.031	1.49	2.219	.084
(5)Predictor (Constant)=TJS DV=COC					
JS= Job Satisfaction TJS= Total Job Satisfaction DV=Dependent Variable AOC=Affective Organizational Commitment NOC=Normative Organizational Commitment TOC=Total Organizational Commitment					

Table (2) depicts that Job Satisfaction as a total and its aspects were significantly correlated with Organizational Commitment and its aspects at a high level, whereas they don't indicate any level of significance with Continuous Organizational Commitment.

Discussion

When work roles don't conflict with the individual's values and beliefs, they tend to experience Job Satisfaction because the job itself generates an inner sense of motivation, also when the employees view their work as meaningful, acquiring skills and competencies, impacting the outcomes within their organization, they can derive satisfaction to work(15). Other previous studies noted that nurses' job satisfaction is one of the most important factors affecting organizational commitment(24,25).

Job Satisfaction means in the present study has been around the means of scores of the scale, whereas Intrinsic Job Satisfaction is best than Extrinsic Job Satisfaction (Table-1). If nurses are satisfied with intrinsic factors more than extrinsic factors, they can satisfy themselves interiorly more than the satisfaction promote from their environment and supervisors. This finding is consistent with the view of many previous studies(1,6,). This is an important issue for any organization, for, individuals who have the high level of Job Satisfaction generally have the positive attitude towards their work and vice versa(4), in another word, if employees are dissatisfied and they see a chance to work in other organization, they will leave an organization without a sense of guilt(11). Organizational Commitment means in the present study were below the mean of scores of the scale (Table-1), this means that nurses were less loyalty to their hospitals,

also it reflects that they can leave their hospitals even they find a good offer elsewhere. the ignore the nurse's role and their participation in the patient care plan. Many previous studies found that the commitment of nurses was on high levels(26,27,28), other studies found that the commitment of nurses was at a moderate level(19,29,30,31), low level among midwives(32), NOC had the lowest level(26), and COC had the highest level, highest level, and AOC had the lowest level (27).

Total Job Satisfaction (TJS) is significant and positively correlated with Total Organizational Commitment (TOC) and its dimensions AOC, NOC as 0.419, 0.386 and 0.451 respectively, while it doesn't correlate with COC at any level of significance. The coefficient of determination (R²) presents that TJS predicted the variation of TOC, AOC, and NOC as 17.3%, 14.9%, and 20.1% respectively. From another hand, all JS dimensions present significant and positively correlated with TOC and with its aspects except COC, while IJS was best than EJS in predicting the variation of AOC, NOC and TOC as 14.9%, 23%, and 19.1% respectively (Table-4). It was revealed that Job Satisfaction was a significant predictor of Organizational Commitment and explained 36% of the variation, also Job Satisfaction was highly positively correlated with Organizational Commitment "r = .85, p < .001"(33), another study referred that Organizational Commitment explained 41% of the variance in Job Satisfaction(6).

As a total and in line with the present result, many previous studies found that Job satisfaction had a significant positive influence on Organizational Commitment(25,28,34), also it was found a significant relationship between total job satisfaction and AOC, and between extrinsic job satisfaction with Organizational

Commitment(34,35), significant relationship between job satisfaction with NOC(35).

So previous study indicated that there was no statistically significant correlation between TJS and TOC, and there was no statistically significant association between IJS and TOC domains (AOC, NOC, and COC). Also, there was no statistically significant association between EJS and TOC domains (AOC, NOC, and COC) (36).

Conclusions

* The nurses had an acceptable level of Job satisfaction.

* The nurses had an unacceptable level of Organizational Commitment.

* There were positive significant relationships among TJS and its aspects with TOC and its aspects except for COC.

Conflict of Interest: Non

Source of Findings: Non

Ethical Clearance: This research was carried out with the patient's verbal and analytical approval .

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