Relationship of job satisfaction and organizational commitment in hospital nurses

Nehrir B. MSc, Ebadi A. PhD, Tofighi Sh. PhD, Karimi Zarchi A. A. PhD, Honarvar H. MSc

*Faculty of Nursing, Baqiyatallah University of Medical Sciences, Tehran, Iran;  
1Faculty of Nursing, Baqiyatallah University of Medical Sciences, Tehran, Iran;  
2Faculty of Health, Baqiyatallah University of Medical Sciences, Tehran, Iran;  
3Faculty of Management, Baqiyatallah University of Medical Sciences, Tehran, Iran

Abstract
Aims: Organizational commitment and job satisfaction are two important factors in predicting and understanding organizational behavior and their analysis can help supervisors to identify the potential problems. Organization’s staffs are the index of organization’s superiority. This study was conducted to investigate the relationships between job satisfaction and organizational commitment in Iranian hospital nurses.

Methods: In a descriptive correlation study, 132 nurses with certificate higher than Associate Degree (AD), with formal membership and at least 3 years of experience in the company, participated. Data were collected by Luthans job satisfaction and Allen & Meyer organizational commitment questionnaire. Data were analyzed using Chi-square test and SPSS 11 software.

Results: 43.17% of nurses were satisfied with their job and 40.17% of nurses had organizational commitment. There was a significant correlation between job satisfaction and organizational commitment (p<0.001), also there was a significant correlation between organizational commitment and housing and marriage status, but it was not correlated with sex, education and organizational post. Likewise, job satisfaction had significant correlation with education, marital status and sex, but hadn’t significant correlation with other demographic variables.

Conclusion: Presence of some factors which result in staff motivation and encouraging behavior of manager and the leadership style can be effective on organizational commitment and job satisfaction.

Keywords: Job Satisfaction, Organizational Commitment, Nurse

Introduction
Among the assessment indicators of the superiority of organizations compared to each other, are the employees working in that organization whose loyalty and commitment help them fulfill their assigned duties with higher quality. This will increase the organization’s performance, productivity and organizational efficiency. On the other hand, indifferent individuals or those without the sense of responsibility toward the organization assigned activities, transfer this behavior to others and cause a reduction in the performance of individuals and degradation of organizations qualitatively and quantitatively [1]. Manpower forms the basis of health and treatment systems [2].

Based on the research of William et al., job satisfaction and organizational commitment are established on the basis of related but distinct structures. But, in order to provide a basis for the decisions of human resource managers regarding planning, attracting and maintaining human resources and reduction of costs caused by employees’ service quit, they are evaluated jointly which is of particular importance [3]. Studies have shown that employees with higher job satisfaction are physically and mentally in better condition and high level of job satisfaction and from organizational viewpoint, high level of job satisfaction reflects the organizational favorable atmosphere that leads to attraction and maintenance of staffs [4]. Among the reasons that reveal the importance of the study and investigation of organizational commitment is that organizations having members with high levels of organizational commitment, usually yield higher performance and lower delay by their own personnel and in many cases organizations need those who challenge for organization’s benefit beyond their assigned duties, and this is especially important for sensitive jobs including military, security and treatment jobs [3]. Fred Luthans describes job satisfaction as the positive and pleasant emotional state that is the outcome of individuals’ evaluation of their job or their job experiences. He adds that job satisfaction is the result of employee’s perception of what seems important in their view and has made their jobs well [1]. Job satisfaction originates from factors such as condition of work environment, organizational system of the
job, relations governing the job environment, social factors and influence of cultural factors [5]. Organizational commitment is the link of individuals and organization which is identified by three following factors: "strong belief and acceptance of organizational goals and values, emotional commitment," "willingness to hard work for the organization, continuous commitment" and "strong desire to remain in the organization, obligatory commitment" [6]. Most researchers regard commitment as two separate but related components (attitudinal and behavioral). Attitudinal commitment indicates the degree of faithfulness of the individuals to organization, which emphasizes the adaptation and participation of individuals in organizations. Behavioral commitment represents the process of individuals' link with the organization. But Meyer and Allen consider emotional, continuous and obligatory commitment as components of attitudinal commitment [7]. Individual, occupational, institutional and meta-organizational factors affect the organizational commitment; for instance job satisfaction has a considerable impact on the organizational commitment of employees [8].

Numerous researches have studied the relationship between the job satisfaction and organizational commitment of personnel. Norman and Wu believe that job satisfaction and organizational commitment have a positive mutual relationship [9]. A research by Akbarshahi, under the title of investigating of the relationship between organizational commitment and personality characteristics on 100 nurses, has been done using Allen and Meyer's questionnaire of organizational commitment and the Cattell's personality characteristics, whose findings indicate that majority of nurses have average organizational commitment and 20% have low organizational commitment. He expresses in his analysis that the organizational commitment of employees change under various environmental factors and internal and external factors of working environment can significantly affect the organizational commitment of individuals [10].

Cocannon points that empowerment will enhance job satisfaction and organizational commitment of nurses. The main purpose of nurses' empowerment is to increase their motivation to work and to improve the results of their activities, most important of which is patients' satisfaction and community health promotion [11]. In a study by Mac, which was conducted on 30 nurses from several parts of a hospital, using a quasi-official interview with the aim of identifying the factors influencing the organizational commitment and promotion of organizational commitment in nurses, personal factors, learning opportunities, Job satisfaction, pension programs and providing of desired and high-quality nursing cares had positive effects on organizational commitment. On the other hand, lack of job security, poor intergroup communication, not paying the privileges or injustice in paying them has negative effects on organizational commitment [11]. It seems that some changes have been created by time and structural changes such as classification, grading etc. in these two important parameters (satisfaction and commitment). On the other hand, due to the particular importance of medical services and integration of knowledge and expertise and commitment that will naturally lead to satisfaction of patients and employees, this study was conducted with the aim of investigating organizational commitment and job satisfaction in both groups and also the effect of job satisfaction on organizational commitment in these two groups.

**Methods**

In this descriptive correlation study which was conducted from April to June 2002, 132 nurses were selected from two hospitals in Tehran. From hospital A, 76 individuals were selected by random sampling method and from hospital B, 53 individuals were selected through census sampling method. All subjects had associate degree (AD) or higher, formal contracts and at least three years of experience.

Data collection tool was a three-part questionnaire including demographic characteristics (11 questions), Luthans job satisfaction (65 questions) and Allen and Meyer organizational commitment (17 questions). The validity of the tool was confirmed using content validity method. In order to determine the reliability, the test/retest method was used (0.94).

Scoring of the job satisfaction questionnaire was done by 5-option responses from "very high satisfaction" (score 5) to "lack of satisfaction" (score 1). Regarding the organizational commitment, a 7-option scale of "completely disagree" (score 7) to "completely agree" (score 1) and three more general spectra including "committed" (scores 1, 2 and 3), "non-committed" (scores 5, 6 and 7) and grade 4 as "indifferent" were considered. Data was analyzed using SPSS 11 software by chi-square statistical test.

**Results**

The age of subjects ranged from 28 to 42 years with the mean of 34.83±5.67. 75% of subjects were female and 69.7% were married. 85.6% of subjects had a
bachelor's degree. 38.6% of participants lived in possessive houses, 32.6% in the rented houses, 3% in organizational houses and 23.5% resided in their paternal houses and 3 cases did not respond to this question.

Job satisfaction in nurses who were working in hospital A was higher than hospital B (p<0.001). However, organizational commitment of nurses working in hospital B was higher than hospital A (p<0.001; Table 1).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Hospital A</th>
<th>Hospital B</th>
<th>Level of Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>Satisfied</td>
<td>Dissatisfied</td>
<td>0.001</td>
</tr>
<tr>
<td></td>
<td>72.8%</td>
<td>35.6%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dissatisfied</td>
<td>5.3%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indifferent</td>
<td>9.1%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No response</td>
<td>12.8%</td>
<td></td>
</tr>
<tr>
<td>Organization Commitment</td>
<td>Committed</td>
<td>75.5%</td>
<td>0.001</td>
</tr>
<tr>
<td></td>
<td>Non-committed</td>
<td>53.6%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indifferent</td>
<td>16.6%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No response</td>
<td>5.3%</td>
<td></td>
</tr>
</tbody>
</table>

Discussion

Medical experts replace the duties by emotions during implementation of professional operations and practices. Even if inconvenient and dissatisfied with their job, as soon as a patient’s life is endangered, they forget all their previous thoughts and the only important issue is to return health and life to the patient. Considering the condition prevailing on military personnel’s morale, during the first years of activity of this organization, at the time that military personnel did not pay attention to materialistic and issues and subjects such as salaries and benefits, environmental and welfare and organizational facilities, despite all the problems the satisfaction and commitment of this group was very high and its effects were evident and sensible during the eight years of Iran-Iraq war. Totally the results of this study showed that 45.3% of nurses had job satisfaction and organizational commitment, 61.5% did not have job satisfaction and organizational commitment; 54.7% of them had organizational commitment despite the lack of job satisfaction, and 38.5% of them didn’t have organizational commitment despite job satisfaction.

There is a relationship between job satisfaction and organizational commitment (p<0.001). Based on the researcher’s hypothesis, it was thought that the staffs’ job satisfaction would cause organizational commitment; to be precise it was thought that job satisfaction is a precondition for organizational commitment. The studies of Zahra, Tamulti, Belgen, Smith and Tezeng support this hypothesis. In Serolen and Smith research that was conducted on nurses, the relationship between job satisfaction and organizational commitment and personal factors has been reported [10]. It appears that as organizations expand and focus on acquisition of more cost, the organizational commitment of nurses and other health care professions will decrease. Provision of salary and wage and other employees’ benefits, which are factors of organization maintenance, prevent from dissatisfaction but do not create motivation. In two studies conducted by Smith and Serolen, it was reported that the most powerful sign of job quit is lack of organizational commitment. In this study, 30 nurses told that their organizational commitment is related to personal factors such as family needs, job satisfaction, educational opportunities, financial benefits and interest in retirement [10]. If the displacement of employees within the organization is performed with planning, it will increase their organizational commitment and job satisfaction in addition to satisfaction of their needs, and thus their willingness to quit the job will decrease [11]. It is crucial for organizations to pay special attention to organizational commitment particularly to normative and continuous dimensions arising from external factors, in order to prevent behavioral problems of human resources. In this regard, in order to improve the overall quality of services, especially the reliability and quality assurance, organizations should try to increase the normative commitment through emphasis on values and organizational missions and selection and employment of individuals on this basis. Increasing of continuous commitment through creating the advantages and facilities distinguished with other organizations, developing of training courses along with career promotion, reducing of the years of work and fair evaluation with feedback and creating a reward system based on staffs’ performance and creating job security by the employment type will play a significant role in improving the quality of hospitalization services.

Conclusion

Following the increasing changes in societies, many changes occur in health and treatment systems. Staffs that have more belief in the organizational goals and values show more flexibility toward changes. Lack of attention to the consequences of decisions and staffs'
performance will have irreversible consequences for patients and public health. Therefore, human resource managers should promote and enhance organizational commitment and job satisfaction through selection of qualified personnel, displacement, development, timely promotion and proper rewards, keeping qualified staffs in the organization and educational activities.

Acknowledgement: Hereby, all nursing staffs and esteemed officials of studied hospitals and respected colleague who helped in implementation of this study are sincerely appreciated.

References