Job satisfaction and organizational commitment among nurses

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Abstract: The purpose of this research was to study relationship between Job satisfaction and organizational commitment among the hospitals nurses in kazeroon city in year of 2010-2011. The research method in this study is correlation descriptive. The participants of this study were 117 nurses in hospitals which were randomly chosen from all nurses and finally, 91questionnaires were analyzed. The data collection tools included two questionnaires which were about the Job satisfaction and organizational commitment, with 41and 24 questions accordingly. The questions were based on the Likert scale. The validity of the questionnaires was content-based validity and the reliability of the questionnaires was 0.88 and 0.86, based on the Cronbach Alpha Coefficient. To analyze the data, descriptive analysis and inferential analysis (Pearson coefficient correlation, regression analysis) were used. The results of the study showed there was a correlation between satisfaction and organizational commitment. [Rezvaniamin,Mehdi, Pournamdar, Zahra Nazemzadeshoaei, Mahshid. **Job satisfaction and organizational commitment among nurses,** *Life Sci J* 2013;10(5s):1-5] (ISSN:1097-8135). http://www.lifesciencesite.com. 1

Introduction

Organizational commitment is a stabilizing force that binds individuals to organizations (Bentein, Vandenberg, Vandenberghe, & Stinglhamber, (2005), Meyer & Herscovitch, 2001). Organizational commitment is one of the most commonly examined attitudes in the organizational sciences literature (see Meyer et al., 2002 for a quantitative review) and has particularly interested researchers since Allen and Meyer (1990) proposed a three-dimension model of the construct.

The concept of organizational commitment is central to organizational behavior research. Organizational commitment is defined as an individual's attitude towards an organization that consists of (a) a strong belief in, and acceptance of, the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership in the organization (Mowday et al., 1982). Organizational commitment has three primary components: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to remain with the organization (Porter et al., 1974). Highly committed employees intend to stay within the organization and to work hard toward its goals (Luthans, McCaul, Dodd, 1985). Meyer & Allen (1991) argued that there were three types of organizational commitment: (1) Affective Commitment: refers to the employee's emotional attachment to, identification with, and involvement with the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so. (2) Continuance Commitment refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so. (3) Normative Commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. Career identity can be conceptually tied to work commitment (e.g. Dubin & Champoux, 1975), organizational commitment (Salancik, 1977) and organizational citizenship (Organ& Ryan 1995). . Thus, career motivation may positively correlate with organizational commitment. Although affective, continuance, and normative commitment are used to capture the multidimensional nature of organizational commitment, affective commitment is considered a more effective measurement of organizational commitment. Employees with strong affective commitment would be motivated to higher levels of performance and make more meaningful contributions than employees who expressed continuance or normative commitment (Brown, 2003. Thus, affective commitment alone is one of the key concepts of employee behavior. In this study we examined the association between career motivation and affective organizational commitment.

Suzuki and other (2006) believed job satisfaction is a positive or negative attitude that an employee has toward his or her job or some specific aspects of the job, and is an internal state of mind of an

individual. Disch and other (2004)Pointed out it is a feeling or affection held by a member of an occupation system; if the feeling is positive or the response is active, then the member is satisfied, and vice versa. Melnyk BM (2006) proposed that job satisfaction is an employee's feeling about his or her work environment, which includes the job itself, supervisor, work group, organization, and life. Porter, Lawer(1973) and Castle , Engberg Anderson (2007) suggested that the level of job satisfaction depends on the difference between what a person actually gains from his or her job and what he or she expects.   Judge and Timothy (2001) proposed that job satisfaction is the level in which an employee likes or dislikes his or her job. Best and Thurston (2004), also pointed out that job satisfaction is an employee's feeling about his or her job and is a general attitude derived from an evaluation of all aspects in a job.

Job satisfaction is a result of employee's perception of how well his job provides those things that are viewed as important. It is commonly defined as the pleasurable or positive emotional state resulting from the appraisal of ones job or job experience (Locke, 1976). Job satisfaction is often determined by how well the outcome meet or exceed expectations and it represents several related attitudes such as work itself, pay, promotion opportunities, supervision and coworkers which are most important characteristics of a job about which people have effective response (Luthans, 1998). Job satisfaction is so important that its absence often leads to lethargy and reduced organizational commitment. Dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees (Ilhami & Bektas 2012).

Job satisfaction is that one of the most frequently measured organizational variables in both research and applied settings and that has been widely studied in organizational behavior and organizational psychology (Eric et al, 2007). Because job satisfaction can be an important indicator of how workers feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turnover. (Mount, and Ilies & Johnson, 2006). It could include specific interactions related to affective behaviors including: pay, promotion, supervision, fringe benefits of employment, contingent rewards, operating conditions, coworkers, nature of work, and communication (Spector, 1997; Hallock, et al, 2004). Sheykhshabani , Beshlideh (2011) proffer the view that job satisfaction relates to an   individual's perceptions of a job , and this perception is in turn influenced by their circumstances, including needs, values and expectations. Organizational commitment has also an important place in the study of organizational behaviors since the studies have found relationships

between organizational commitment and attitudes and behaviors in the workplace (Tsai, C, 2008). Pastore and Maguire (2006) defined organizational commitment as a strong belief in the organizations goals and values and a willingness to exert considerable effort on behalf of the organization. Commitment to organization is linked to very important work-related factors: employee turnover, absenteeism and performance (Pastore, & Maguire, 2006; Chu, et all 2003). Organizational commitment is regularly conceptualized as an affective attachment to an organization as a consequence of an individual sharing the organization s values, their desire to remain in the organization, and their willingness to exert effort on behalf of the organization (Mowday et al., 1979).

Hypothesis
Major Hypothesis:
- There is relation between Job satisfaction and organizational commitment
Minor Hypothesis:
- There is relation between Job satisfaction and normative commitment.
- There is relation between Job satisfaction and continuance commitment.
- There is relation between Job satisfaction and affective commitment.

Methodology
The current study is a descriptive correlation research. The statistical population consisted chosen from all nurses, and 117 individuals were selected by random sampling which finally 91nurses answered. The tools used for collecting the data was a questionnaire: Job Satisfaction survey questionnaire- a self-administered job satisfaction questionnaire- was used to assess the level of job satisfaction among hospitals nurses in kazeroon city according to nine sub-scales (salaries, fringe benefits, recognition, promotion, and communication, working conditions, nature of the job, supervision, and co-workers). This questionnaire had 41 items. Each statement includes a five-point Likert scale (from strongly disagree= 1 to strongly agree=6) with reliability coefficient of 0.88 and questionnaire about organizational commitment with 24-item scale, according to three sub-scale(affective ,normative ,continuance) devised by Meyer & Allen (2002),. It is a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with reliability coefficient of 0.86. All data were analyzed using the Statistical Package for the Social Sciences (SPSS 17).

Appropriate statistical procedures for description and inference were used. The missing values were checked prior to further statistical analysis. The correlation coefficients were calculated to evaluate

the relationship between variables. Regression analysis was used to identify the most important predictor domains in global satisfaction. P-value considered less than 0.05 as significant.

Results:

Major Hypothesis:

- There is relation between Job satisfaction and organizational commitment.

Table1. Correlation coefficient between Job satisfaction and organizational commitment
Regarding the above table 1, correlation coefficient between emotional Job satisfaction and organizational commitment (P=0.001) and it has been positive, then there is a direct relationship between Job satisfaction and organizational commitment nurses.

Minor Hypothesis:

- There is relation between Job satisfaction and components organizational commitment (affective, continuance, normative).

Table 2. Correlation coefficient between Job satisfaction and components organizational commitment (affective, continuance, normative).
As Table 2 shows the between Job satisfaction and components organizational commitment (affective, continuance, normative) there were relation.

Table 3 Regression analysis of the Job satisfaction of the organizational commitment
Findings in table 3 showed that the observed t- test is significant particularly about components organizational commitment: affective, continuance and normative (p=0.00). Of Job satisfaction. So the hypothesis is generally confirmed between all components organizational commitment and Job satisfaction relationship between Predictions.

Discussion

The results from tables (1, 2 and3) about hypothesizes of research showed that correlation coefficient between organizational commitment and Job satisfaction was significant(r=0.69, P=0.001, α=0.05 (table 1) and Job satisfaction and components organizational commitment (affective, r= 0.629, continuance, r= 0.564, normative, r= 0.671) there was a relation. Therefore there is a direct relationship between organizational commitment and Job satisfaction. Variance in each of these important organizational outcomes has also been predicted using various measures of employee Job satisfaction (Chiok Foong Loke, J, 2001)

Cases in which past researchers' viewpoints corresponded to the results of this study that job satisfaction has positive effects on nurses' organizational commitment (Farrell D and Rusbult,1981).Our findings also support the statement

that job rotation could have an effect on nurses' job satisfaction and organizational commitment. This agrees with the assertions of previous relevant studies (Anil and Brian, 2004).

Then it seems that job satisfaction is associated with leadership behavior. This is similar to studies of Bartolo and Furlonger (1999), and Mosadeghrad (2006). Job satisfaction is a complex phenomenon, as evidenced by the many related factors identified in the studies already discussed. The identification of these factors and exploration of their effects on job satisfaction has the potential to refine the theoretical models of nurses' job satisfaction and aid the development of management interventions (Blegen, 1993). Blegen's(1993) meta-analysis found that job satisfaction was most strongly associated with stress (r=-0:61) and organizational commitment (r = 0.53). Seven variables had correlations between 0.20 and 0.50: communication with supervisor, autonomy, recognition, reutilization, communication with peers, fairness and locus of control; and four variables had very weak correlations: age(r = 0:13), years of experience (r = 0:09), education(r = -0:07) and professionalism (r = 0:06).

A causal model of job satisfaction has been tested in Chu et al.'s (2003) study of Taiwanese nurses and Seo et al.'s (2004) study of South Korean nurses, respectively. In this model 11 independent variables included: job involvement, positive affectivity, negative affectivity, autonomy, distributive justice, procedural justice, job stress (role ambiguity, role conflict, and workload and resource inadequacy), pay, promotional chances, reutilization and social support.

Organizational commitment refers to identification with and loyalty to the organization and its goals (Blau and Boal, 1987) which Mowday et al. (1979) defined as the relative strength of an individual's identification with and involvement in a particular organization. In particular, commitment is characterized by three factors: a strong belief in and an acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization. It has been found that organizational commitment is positively related to job satisfaction of hospital nurses (Blegen, 1993; Al-Aameri, 2000). Knoop (1995) 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), co-workers(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.

Therefore, enhancing professional commitment in nursing has the potential to produce benefits for both the individual and their organization (Cohen, 1998; Cohen, 1999). Furthermore, professional commitment is positively related to the job satisfaction of nurses (Lu et al., 2000; Jones, 2000).

In addition, the nurses' roles within their work situations and its effect on job satisfaction are also of primary concern with role conflict and ambiguity being the main sources of job stress (Hingley and Cooper1986).

Table1. Correlation coefficient between Job satisfaction and organizational commitment

variables	r	N	p
Job satisfaction and organizational commitment	0.69	91	0.001

Table 2. Correlation coefficient between Job satisfaction and components organizational commitment (affective, continuance, normative).

organizational commitment	continuance	affective	normative
Job satisfaction	r= 0.564 P= 0.013 N= 91	r= 0.629 P= 0.001 N= 91	r= 0.671 P= 0.001 N= 91

Table 3 Regression analysis of the Job satisfaction of the organizational commitment

criterion variable	Prediction	β	t	P
Job satisfaction	affective	0.27	6.01	0.000
	continuance	0.29	4.93	0.000
	normative	0.36	6.17	0.000

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