

<sup>1</sup> The Study of Organization Commitment and Job Satisfaction  
<sup>2</sup> among Hospital Nurses. A Survey of District Hospitals of Dera

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<sup>7</sup> **Abstract**

<sup>8</sup> This research study aims to investigate the antecedents, measures the association and to  
<sup>9</sup> which extent demographics influence job satisfaction and organizational commitment of  
<sup>10</sup> nursing staffs of two teaching hospitals of Dera Ismail Khan. The total N of the study was 125  
<sup>11</sup> respondents of two Teaching Hospitals of Dera Ismail Khan. The data analyzed with help of  
<sup>12</sup> SPSS-16 software program for testing of hypothesis. The correlation test was applied to  
<sup>13</sup> measure the relationship between job satisfaction and organizational commitment. Similarly,  
<sup>14</sup> multiple regression tests were used for investigating the cause and effect relationship between  
<sup>15</sup> predictor's variables and criterion variable and to check the impact of demographics, t-test  
<sup>16</sup> was used. The result of the study showed that the nurse's perceptions about Pay, work,  
<sup>17</sup> Promotion, coworker, supervision, and work environment (Khan et al, 2009; Khan et al, 2011)  
<sup>18</sup> are the most vital factors of employee's satisfaction and important forecasters of  
<sup>19</sup> organizational commitment. These results of the contemporary scholars also supported that  
<sup>20</sup> job satisfaction and organizational commitment were correlated (Mannheim, Baruch, 1997;  
<sup>21</sup> Busch et al, 1998; Yousef, 1998; Lum et al, 1998; Al-Aameri 2000). The hypothesis of  
<sup>22</sup> association between the job satisfaction and organizational commitment has been statistically  
<sup>23</sup> confirmed. The results indicate that pay, promotion and work environment are most  
<sup>24</sup> significant factors shaping organizational commitment of nurses in teaching hospitals of Dera  
<sup>25</sup> Ismail khan. In addition, some factors are playing a secondary role in predicting  
<sup>26</sup> organizational commitment such as work, coworker, and supervision.

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<sup>28</sup> **Index terms**— nurses, hospital, organizational commitment (OC) job satisfaction (JS) factors of job  
<sup>29</sup> satisfaction (FJS).

<sup>30</sup> **1 Introduction**

<sup>31</sup> urses are the most essential resource of hospital that carry out the hospital activities such as care of our beloved  
<sup>32</sup> through utilizing the human and non-human resources of hospital and achievement of hospital goals depend on  
<sup>33</sup> nurses commitment and satisfaction.. The nurses' satisfaction level and essential factors should be assessed so  
<sup>34</sup> that the hospital administration made the plan to reduce or eliminate the dissatisfaction factors, achieve the job  
<sup>35</sup> satisfaction and improve the efficiency and effectiveness of the hospital (Amiria et al, 2010).

<sup>36</sup> The nurses shortage is a concern of worldwide and job satisfaction factors are keystone, they increased mobility  
<sup>37</sup> of the nursing personnel and they part to nurses' turnover thus give due importance. Understanding about nurses'  
<sup>38</sup> satisfaction is important; as this is a key issue in nurses' turn over ??Lu et al. 2007).The idea to pin down nurses'  
<sup>39</sup> job satisfaction is hard. It has defined within its extrinsic and intrinsic values. Extrinsic values include the physical  
<sup>40</sup> aspects of the job comprise wages, benefits and bonuses, whereas behavioral values comprise status, recognition,  
<sup>41</sup> personal and promotion, and other same factors ??Alam& Mohammad, 2009). In a health organization attaining

## 6 B) AFFECTIVE COMMITMENT

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42 health aim in population depends largely on the providing the effective, efficient, available, viable and standard  
43 services. The sufficient number of health forces across the different cadres essential for services and has a powerful  
44 effect on overall Hospital performance (Lambrou et al, 2010).

### 45 2 II.

### 46 3 Statement of the Problem

47 This study was conducted to know about the relationship between organizational commitment and job satisfaction  
48 and demographics variation bring impact on Nurses of two teaching hospitals of Dera Ismail Khan.

### 49 4 III.

### 50 5 Literature Review a) Organizational Commitment

51 Organizational commitment of employees in the organization became a buzzword for the manager's different  
52 researchers were conducted in developing as well as developed nation to make their organization productive most  
53 of studies are conducted on organizational commitment in the USA. Organizational commitment is taken as the  
54 level to which an employee is faithful to their organization (Al-Aameri, 2000; Meyer et al, 2002; Tayyab, & Riaz,  
55 2004; ??arman-Tobin, 2011).

56 Organizational Commitment as theorized in the three forms identified in literature, as affective, continuance,  
57 and normative commitment ?? Mowday et al, 1979; ??immons, 2005; ??sai & Huang, 2008; Islam et al, 2012; Khan  
58 et al, 2013). Organizational commitment is a condition in which an employee recognizes himself/herself with  
59 a particular organization and its objectives, and wants to remain its participant. A study recommends that  
60 organizational commitment guides to lesser degrees of both absenteeism and turnover (Khan et al, 2009). Nurse's  
61 job satisfaction and commitment are considered to influence hospital output and the performance, as research  
62 has generally clarified that satisfied personnel are more dynamic and committed to their occupations, whereas  
63 non-committed ones face turnover and absenteeism (Al-Aameri, 2000).

64 Nurses' commitment towards job is important for researchers and academicians in healthcare organizations  
65 due to nurses play the central role in their organizational performance (Butt et al, 2012). Organizational  
66 commitment is a significant idea in the discussion of behavioral elements, which upset high effectiveness and  
67 performance. These parts are also connected to the job satisfaction across nursing staff (Hamdi & Rajablu,  
68 2012). Workers who were more satisfied with their occupations were also more devoted and committed to their  
69 paying organizations. A lot of socio demographic features and organizational causes have been associated to  
70 organizational commitment ??Simmons, 2005). A study has revealed that the organizational commitment was  
71 found to be positively associated with job satisfaction of hospital nurses ??Lu et al, 2007; Maria et al, 2010). Hence  
72 job satisfaction and organizational commitment are considered as workrelated behaviors, and job satisfaction is a  
73 significant determining factor of organizational commitment ??Tsai & Huang 2008). Education had higher status  
74 positions and take part indecision making in the organization ??Simmons, 2005). Workers with more experience  
75 are more commitment and less experience workers expressed lesser degree of commitment with organization.  
76 Gender had an inverse association with organizational commitment (Abdullah & Ramay 2012).

### 77 6 b) Affective Commitment

78 "Affective commitment is the employee's emotional attachment to the organization (Meyer & Allen, 1991)." As a result, worker mostly identifies the objectives (Simmons, 2005) of the organization and wishes to remain  
79 a member of it. Here the worker commits to the organization because workers want to do (Meyer & Allen,  
80 1991; Adekola, 2012). Workers who are committed to their organization will have a strong wish to remain part  
81 of a particular organization. Workers have strong affective commitment are more likely to remain content in the  
82 organization because they want to be so. They want to keep on working for the organization when they settle  
83 with the organizational objectives. To improve workers' sense of attachment to the organization, organization  
84 could empower their workers by concentrating upon the four factors of psychological authorization: meaning,  
85 competence, selfdetermination, and impact. (Khan et al, 2013). c) Continuance Commitment "Continuance  
86 commitment develops out of the perceived cost (benefit against loss), and requires that the employee should be  
87 aware of these benefits and loses (Meyer & Allen, 1991)". Continuance commitment is a readiness of a worker to  
88 be a part of an organization. Because of individual investment in the form of nontransferable investments such as  
89 close working associations with colleagues, funds after retirement, career savings and learned job expertise. They  
90 are unique to a specific organization, years of working in a specific organization, taking part in the community  
91 in which the owner is positioned, and other aids that make it too expensive for one to quit and look for service  
92 somewhere else (Meyer & Allen, 1991; Adekola, 2012). It is recognized that the continuing commitment is linked  
93 with the factors of age, tenure of office, promotion chances; satisfaction earned from the payment extracted, and  
94 wish to leave the organization, business cycle, and marital status. (Altinoz et al, 2012).

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## 96 7 d) Normative Commitment

97 "Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level  
98 of normative commitment feel that they ought to remain with the organization." Normative commitment may  
99 also progress, when an organization offers the worker with "payment in advance" (e.g., paying college expenses),  
100 or incurs important cost in giving employment (i.e., costs connected to job training) (Meyer & Allen, 1991).  
101 Normative commitment can be termed as an ethical responsibility beyond an emotional commitment in a positive  
102 sense. According to that, it is concluded that job satisfaction is effective on all directions of commitment, but it  
103 is even more significant for normative commitment (Altinoz et al, 2012).

## 104 8 IV.

## 105 9 Demographics

106 Almost all management researchers have identified 'personnel attributes' as the catalyst, which change the  
107 employees views about pay, work, promotion, coworker, supervision, and work environment. Personnel attributes  
108 also change employees attitudes in terms of employees output, participation, and commitment, on one hand, and  
109 on the other hand the degrees of absenteeism and intention to leave (Khan et al, 2009). The demographic factors  
110 also extensively contribute to increased awareness of job satisfaction. The different personnel attributes like  
111 experience, income, age, marital status and education drastically influence employee's job satisfaction. Researcher  
112 has observed that only gender has impact on employees perceived job satisfaction (Neelamegam, 2010). Different  
113 researchers measure the number of determinants of organizational commitment, including personal attributes  
114 (education level, race, gender, marital status, experience) ??Maria, et Pay is defined as "the amount of financial  
115 remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in  
116 the organization (Khan et al, 2009)." Pay is viewed as economic benefits for the return of work, which contains  
117 fringe benefits, bonuses and upcoming increments. An attractive pay and fair pay procedure is obligatory for job  
118 satisfaction (Khan et al, 2009; Maria, et al 2010; ??hmad, & Riaz, 2011).

119 Hospital workers including nurses are affected by changes in compensation and benefits, the life of hospital-  
120 based nurses could be affected from major changes in the financing (Davidson et al, 1997). Many reasons of pay  
121 satisfaction have been proposed. These consist of individual" job inputs, monetary and nonmonetary outcomes,  
122 the comparison process, and pay policies and administration (Iliopoulos, &Priporas, 2011)." (Lum et al, 1998)  
123 Reported bad impacts of less pay satisfaction are diversity of unnecessary employees behavior such as willing  
124 to strike, absenteeism, intention to leave, actual turnover and less workout put, Job dissatisfaction is caused  
125 by low payment; less paid employees leave the job frequently and quality of work alerts (Akansel et al, 2011)  
126 ii. Work As health care institutions become smaller, number of patient rises, and the work of nursing becomes  
127 more scientific and complicated (Jennings, 2012). Hospital base nurses face dual demand of work (a) caring of  
128 patients with less resource and (b) need more skill and knowledge to handle the patients in critical condition with  
129 help of sophisticated instruments ??Davidson et al,1997). Work plays essential roles in people life. Therefore,  
130 work should be according to choice of workers as well as catching and contributive to job satisfaction. People  
131 choose that type of job, which provides them chance to show their competence, use their technical skills, freedom  
132 at work, offer a variety of tasks and responsibilities and give feedback about performance. Jobs that are less  
133 challenging create boredom. However, too much challenge produce dissatisfaction and a feeling of failure, thus  
134 under the conditions of moderate challenge, majority of employees can experience satisfaction (Khan et al, 2009,  
135 Amiria et al,2010).).

136 Nursing is a stressful occupation and work burden is a reason of dissatisfaction among nursing staffs (Akansel  
137 et al, 2011)."Too high or low workload could be affecting factor of the employee's performance (Ahmad&  
138 Riaz,2011).Employee's motivation about the job depend many factors and work itself is a biggest factor of  
139 motivation. Instead of looking for external factor of motivation, organizations must organize work in a well-  
140 planned way; work itself may become a prime motivating factor (Sharma et al, 2011).

141 iii. Promotion Career development opportunities and financial benefits are important factors affecting the  
142 nurses' job satisfaction. Nurses have receive promotion are satisfied from their job (Maria et al, 2010; Al-Jenaibi,  
143 2011). Accordingly, there is a correlation between promotion and organizational commitment of the workers (Foumany et al, 2012).

144 Lack of sufficient career development of nurses is referring as a factor resulting in job dissatisfaction. In  
145 contrast, the study of Akansel (2011) female physicians is satisfied from promotional opportunities in their  
146 hospital as compared to nursing staff. Anyhow, promotional opportunities are significantly correlated with  
147 overall job satisfaction (Khalid et al, 2012). Promotion opportunity is a component of job satisfaction. Nurses  
148 who are satisfied with this component are likely to stay in their current organizations. Therefore, Managers are  
149 recommended to provide promotional opportunities for their employees to raise their organizational commitment  
150 level ??Amiria, The nurses in Asians countries are friendlier and have propensity to help each other. Whenever  
151 necessary by other, team and individual needs as compared to western countries, which is more individualism. The  
152 team spirit, friendliness, good relationship is standing on respect to each other and communication. Consequently,  
153 nurses who have a better relationship with colleagues show high-level of organizational commitment and reduce  
154 turnover (Siew et al, 2011). A coworker interaction is rated on the number one position by male physicians and  
155 turnover (Siew et al, 2011). A coworker interaction is rated on the number one position by male physicians and

## 16 DISCUSSIONS

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156 by all other employees. The employees in this organization have reflected cooperation between team workers as  
157 one of the reason job satisfaction (Akansel, 2011).

### 158 10 v. Supervision

159 In all the countries, supervision staffs have many tasks to perform, including duties of an administrative  
160 nature(Carron &Grauwe1997).Quality of supervision and manager position is to influence on the manners of  
161 subordinates to take a particular course of action. Supervision is the knowledge as well as art to influence  
162 workers toward accomplishing target of organization. Supervisors have conflicting interests among workers of the  
163 organization and such supervisors are generally autocratic and less consider workers wellbeing therefore recorded  
164 low work output from their subordinates (Besigwa, 2011). Supervision the employees are having continuous  
165 guidance and support to employees by the supervisor, respecting the employee's ideas, giving suggestion about  
166 work by the supervisor, encouraging through feedback to employees on their performance (Amiria et al, 2010).  
167 Akanse et al, (2011) reported in his study that deprived supervision at job is one of the factors that cause job  
168 dissatisfaction in the employees. Leadership plays a crucial role in many professions, especially in challenging  
169 positions such as Casualty duty (Ghorbanian et al, 2012).

### 170 11 vi. Work Environment

171 Hospital working environment contributes a major position in the ability to provide quality patient care. Working  
172 environment in any hospital has a direct impact on everything from the staffs and their job satisfaction to  
173 patient safety. Bad working environment can create issues likewise less nurse staffing, shorter tenure, patient  
174 out come and chance of death. Adequate nursing staffs are necessary to meet the needs of the hospital so that  
175 why attracting nursing professionals and qualified peoples to join nursing. However, more important is healthy  
176 working environment to motivate nurses to work in the hospital and environment play an important role in their  
177 job satisfaction, turnover and patient outcomes. Poor quality patient care from nursing staffs in hospital is a  
178 persistent community concern (Greener et al, 2009).

### 179 12 H2 Regression

180 Male's score are higher than females.

181 H3 t-test

182 V.

### 183 13 Research Methodology

184 The The table indicates the summary of multiple regression tests. Test produce three regression models presenting  
185 the different grouping of factors predict the organizational commitment. All the models of regression tests are  
186 significant with p-values not as much of significant value 0.05. Nevertheless, the models 1 & 2 are the top fit  
187 models as it demonstrates the maximum impact model. Model 1 with ( $R^2 = 0.437$ ) of six predictors (PAY,  
188 WRK, PRO, COW, SUP, WE) shows impact on the organizational commitment. Second model also shows  
189 impact ( $R^2= 0.435$ ) with five predictors (PAY, WRK, PRO, COW, WE) on the organizational commitment  
190 and last model have less effect consists of (WE, PAY, PRO, WRK) variables.

### 191 14 Likewise, the above table indicates Coefficient of Regression 192 with included factors in each Regression

193 Model with p-value less than 0.05. At this point it can be easily understand that all three different Regression  
194 Model with p-value less than 0.05 playing momentous role in predicting the organizational commitment.  
195 Furthermore, table indicates the excluded variables (COW, WRK) from models 2 & 3 with p-values more than  
196 the significant value 0.05 Therefore, the hypothesis H #2 is accepted.

197 ? Hypothesis # 3 Male nurses score higher than female nurses. (H3) The table showing the outcomes of  
198 seven independent sample t-tests applied on the predictors and criterion variable to unearth the significance of  
199 the mean variations originates in the descriptive data (See Table 4.3 Annexure 3). In independent sample t-test,  
200 Gender (GDR) male established with greater mean score than female mean score on a number of variables. On  
201 the other hand, the results of independent sample ttest reveal that the difference is significant on only work  
202 environment (WE) (p-value=0.031) where p-value is a smaller amount than the significant value of 0.05. PAY  
203 (p-value=.256), WRK (p-value=.727), PRO (p-value=.198), COW (p-value=.873), SUP (p-value=.336) and OC  
204 (p-value=.894) are insignificance because where p-value is more than critical value 0.05. Therefore, it can be  
205 easily understood that the assumption H# 3 is in partially substantiated with very less mandate (1/7).

### 206 15 VII.

### 207 16 Discussions

208 In this study, job satisfaction represented as a multi aspect. It has six foremost facets namely pay, work,  
209 promotion, coworker, supervision and work environment (Khan & Khan, 2011). These aspects are important for

210 all employees. One may be satisfied with anyone or all of these aspects but at the same time may not be satisfied  
211 from other aspects. For example, a charge nurse may pointed out that she is extremely satisfied with her work,  
212 coworker, and work environment but she is dissatisfied with other aspect like of pay The Result Of This Study  
213 Also Indicates That:

214 1. Most of the nurses in two teaching hospitals are mildly satisfied with their job and few are dissatisfied. 2.  
215 The majority of nurses in two teaching hospitals are mildly committed to their employing hospitals. Staffs nurses  
216 have not enough level of faithfulness, which gives clear, view that if nurses notice a good alternative elsewhere  
217 they leave their hospitals. 3. A strong positive association between satisfaction and organizational commitment  
218 is originated. This means that satisfied nurses show greater level of commitment to their hospitals, whereas  
219 dissatisfied ones have smaller level of loyalty. This impact is consistent with the findings of previous studies  
220 (Knoop, 1995;Almeer, 1995;Smith. 1996).

221 The majority of respondents are the females and they are satisfied and committed with their hospitals, have  
222 responded equally to all their search variables. The findings shows that the young (20-30 years) group nurses  
223 are more satisfied and committed than the elder ones. This finding of this study is opposite to study of Al-  
224 Aameri 2000. Marital status has its impact on nurses job satisfaction and organizational commitment in teaching  
225 hospital. Unmarried nurses are satisfied and committed group because of less dependencies and economical  
226 needs. In addition, less experienced nurses (1-10 years) shows to be satisfaction and commitment with hospitals.  
227 This outcome is confirmed that, administrators in two teaching hospitals have fair selection and hiring criteria  
228 for nurses. The designation of a nurse has an impact on his or her commitment. The result indicates that  
229 charge nurses are more satisfied and committed to their hospitals than head nurses. Highly qualified nurses  
230 (Degree holder) are found to be the less satisfied and committed to their hospitals because slow promotion in  
231 committed. The reason that they have recently joined the hospital, nurses less aware about the policy and criteria  
232 of promotion, and advance education. However, these outcomes require further measure before it generalization  
233 and the reason is that the majority of nurses in all groups are not similar. the teaching hospitals of Dera Ismail  
Khan. On the other hand, the diploma holder nurses are more satisfied and <sup>1 2</sup>



Figure 1:

234

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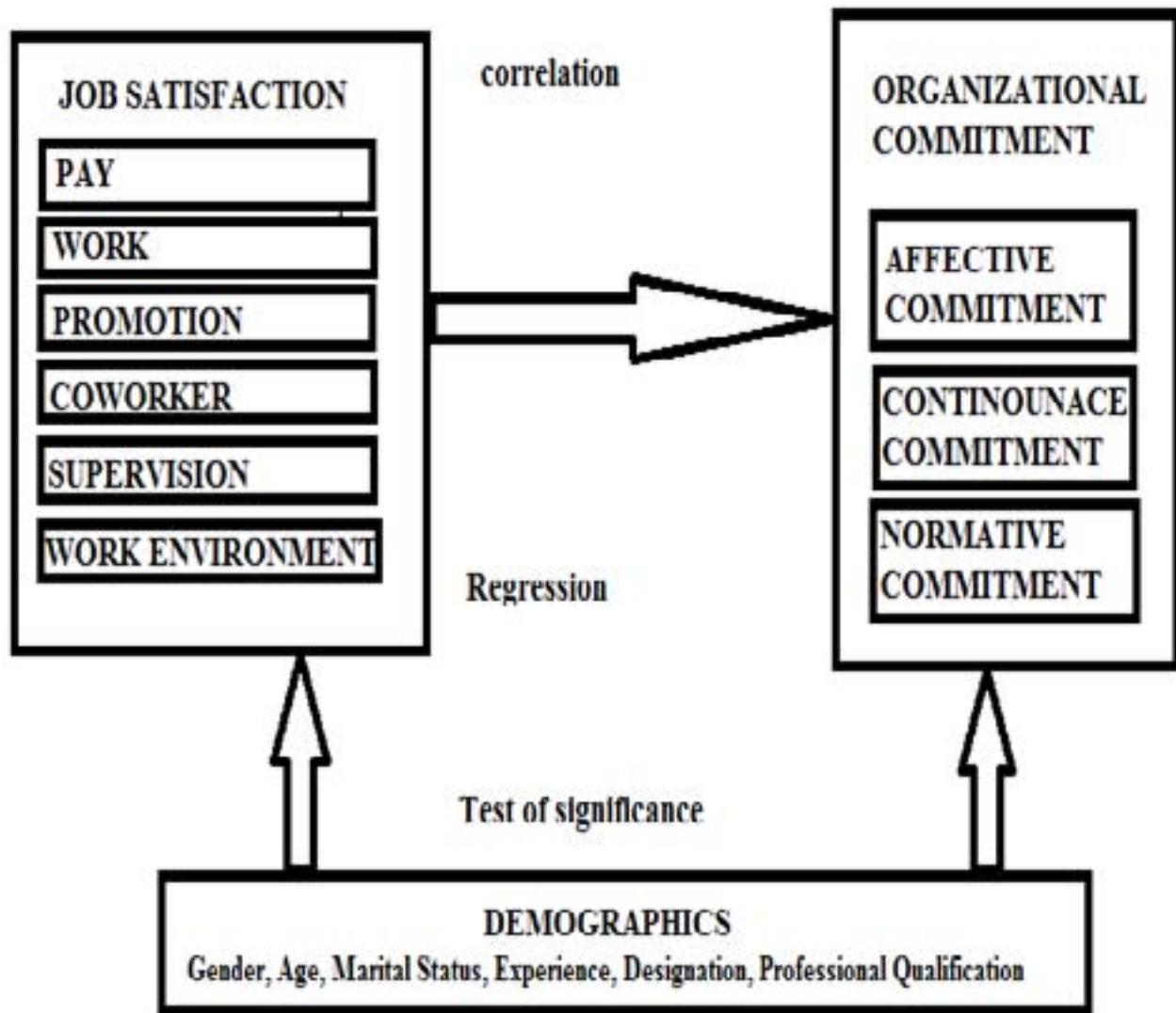


Figure 2:

[Note: a) Research Variables]

Figure 3:

Figure 4:

total population consists of 290 'Nursing Staff' working in the two Teaching Hospitals of Dera Ismail Khan. Using the following formula gave statistic of 125 respondents of both teaching hospitals

Pay R p N Work R P

#### VI. Result of the Study

PayWdPkomotion

1	1
117	
.118	
.204	

N Promotion R p N Coworker R p N Supervision R p N Work Environment R p N Organizational Commitment R p N

predictors (PAY, PRO, COW, SUP & WE) are greatly associated with the (OC) variable because the p-values are less than significant p-value 0.05. One variable i.e., WRK (p-value = 0.839) is not associated because the p value of this variable is more than the significant

*[Note: ? Hypothesis # 1: Job satisfaction is Highly Correlated with organizational commitment. (H1)]*

Figure 5: Table 1 :

2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.666	.444	.414	.68014	14.641	.000
	a					a
2	.661	.437	.412	.68110	17.258	.000
	b					b
3	.654	.428	.408	.68349	20.978	.000
	c					c

- a. Predictors: (Constant), Work Environment, Pay, Work, Coworker, Promotion, Supervision
- b. Predictors: (Constant), Work Environment, Pay, Work, Coworker, Promotion
- c. Predictors: (Constant), Work Environment, Pay, Work, Promotion

Figure 6: Table 2 :

3

Model	Unstandardized Coefficients					Collinearity Statistics	
	Standardized Coefficients						
	B	Std. Error	Beta	t	Sig.		
1	(Constant)	2.809	.375	7.490	.000		
	Pay	.369	.088	.447	4.192	.000 .445	
	Work	-.105	.066	-.126	-1.595	.114 .816	
	Promotion	.131	.040	.265	3.253	.002 .764	
	Coworker	.050	.043	.091	1.146	.254 .794	
	Supervision	.157	.102	-.174	-1.543	.126 .395	
	Work Environment	.186	.047	.319	3.930	.000 .767	
2	(Constant)	2.908	.365	7.957	.000		
	Pay	.384	.087	.464	4.391	.000 .454	
	Work	-.085	.064	-.102	-1.337	.184 .878	
	Promotion	.135	.040	.273	3.364	.001 .770	
	Supervision	.175	.101	-.194	-1.735	.085 .405	
	Work Environment	.202	.046	.345	4.424	.000 .833	
3	(Constant)	2.644	.308	8.570	.000		
	Pay	.403	.087	.487	4.654	.000 .466	
	Promotion	.131	.040	.266	3.278	.001 .773	
	Supervision	.209	.098	-.231	-2.126	.036 .431	
	Work Environment	.193	.045	.330	4.261	.000 .851	

a. Predictors in the Model: (Constant), Work Environment , PAY, Work, Promotion, Supervision

b. Predictors in the Model: (Constant), Work Environment , PAY, Promotion, Supervision

c. Dependent Variable: Organizational Commitment

d. Predictors in the Model: (Constant), Work Environment , PAY, Work, Promotion

Model	Beta In	T	Sig.	Partial Correlation		Collinearity Statistics	
				Correlation	Tolerance	VIF	Tolerance
2	Coworker	.091 a	1.146	.254	.109	.794	1.259
3	Coworker	.058 b	.745	.458	.071	.854	1.171
	Work	-.102 b	-1.337	.184	-.126	.878	1.139

Figure 7: Table 3 :

4

	F	Sig.	T	Sig. (2-tailed)
Pay	.001	.976	.925	.357
Work	.566	.453	-.350	.727
Promotion	.082	.776	1.295	.198
Coworker	.190	.663	-.161	.873
Supervision	.420	.518	.266	.791
Work Environment	1.824	.179	-2.183	.031
Organizational commitment	1.783	.184	.134	.894

Figure 8: Table 4 :



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## 16 DISCUSSIONS

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