

The Study of Organization Commitment and Job Satisfaction among Hospital Nurses. A Survey of District Hospitals of Dera

Abdul Sattar Khan¹ and Farooq Jan²

¹ Gomal University DEra Ismail Khan

Received: 10 April 2015 Accepted: 1 May 2015 Published: 15 May 2015

Abstract

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

Index terms— nurses, hospital, organizational commitment (OC) job satisfaction (JS) factors of job satisfaction (FJS).

1 Introduction

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

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

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

2 II.

3 Statement of the Problem

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

4 III.

5 Literature Review a) Organizational Commitment

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

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

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

6 b) Affective Commitment

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

7 d) Normative Commitment

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

8 IV.

9 Demographics

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

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

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

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

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

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

10 v. Supervision

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

11 vi. Work Environment

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

12 H2 Regression

Male's score are higher than females.

H3 t-test

V.

13 Research Methodology

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

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

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

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

15 VII.

16 Discussions

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

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

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

The majority of respondents are the females and they are satisfied and committed with their hospitals, have responded equally to all their search variables. The findings shows that the young (20-30 years) group nurses are more satisfied and committed than the elder ones. This finding of this study is opposite to study of Al-Aameri 2000. Marital status has its impact on nurses job satisfaction and organizational commitment in teaching hospital. Unmarried nurses are satisfied and committed group because of less dependencies and economical needs. In addition, less experienced nurses (1-10 years) shows to be satisfaction and commitment with hospitals. This outcome is confirmed that, administrators in two teaching hospitals have fair selection and hiring criteria for nurses. The designation of a nurse has an impact on his or her commitment. The result indicates that charge nurses are more satisfied and committed to their hospitals than head nurses. Highly qualified nurses (Degree holder) are found to be the less satisfied and committed to their hospitals because slow promotion in committed. The reason that they have recently joined the hospital, nurses less aware about the policy and criteria of promotion, and advance education. However, these outcomes require further measure before it generalization 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



Figure 1:

¹© 2015 Global Journals Inc. (US)

²© 2015 Global Journals Inc. (US) 1

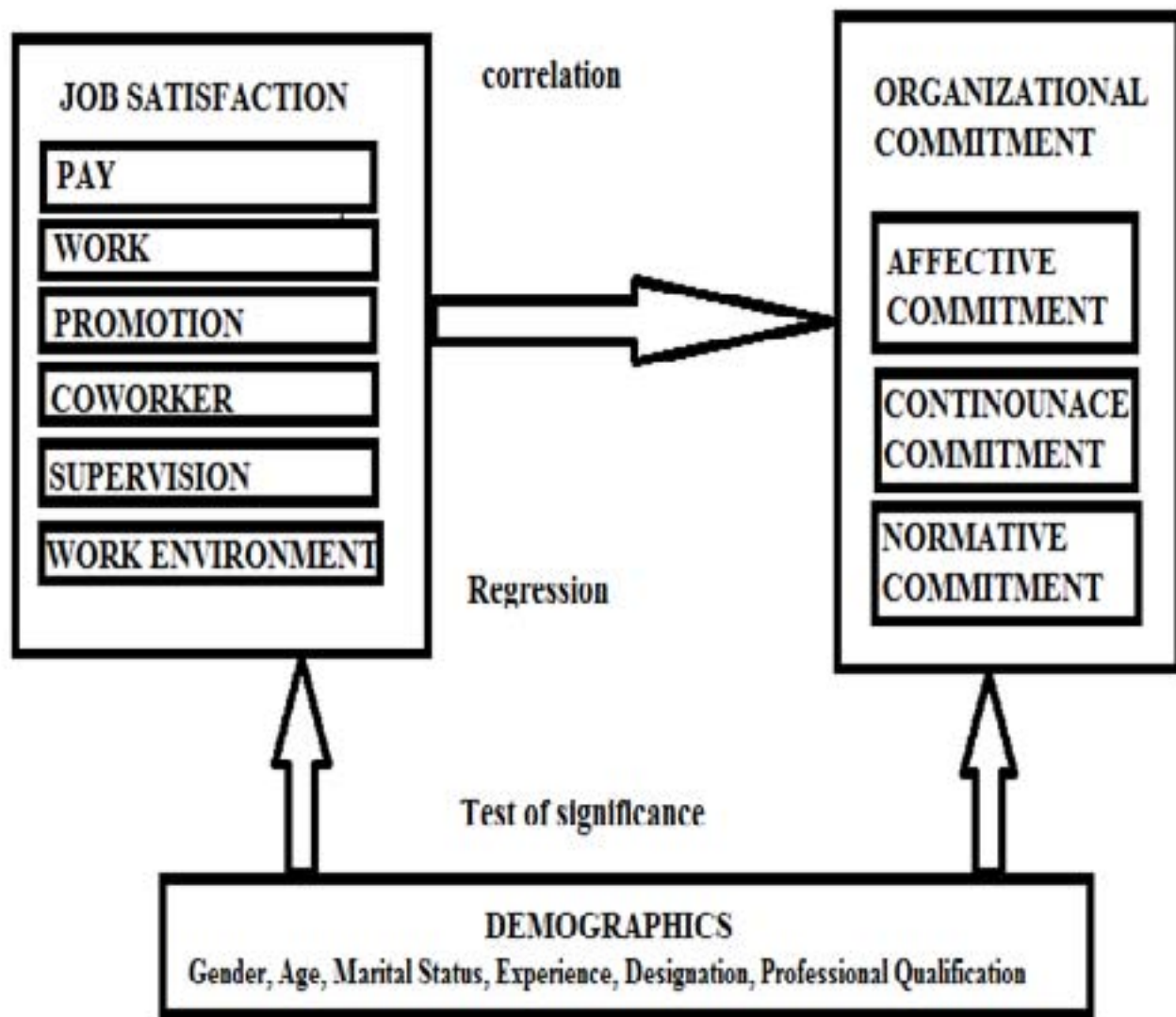


Figure 2:

[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

PayWorkPromotion

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

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 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		Standardized Coefficients		Collinearity	
		Coefficients				Statis-	tics
		B	Std. Error	Beta	t	Sig.	Tolerance
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
2	Work Environment	.186	.047	.319	3.930	.000	.767
	(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
3	Work Environment	.202	.046	.345	4.424	.000	.833
	(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	
						Tolerance	VIF
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 :

- [Weiers and Ronald ()] , & Weiers , M Ronald . 1984. (Marketing research)
- [Amiria et al. ()] , M Amiria , A Khosravib , A A & mokhtari . 2010.
- [Maria et al. ()] , M Maria , S Pavlos , M Eleni , K Thamme , T C & constantinidis . 2010.
- [Mangi et al. ()] 'A study of job satisfaction among non-PhD faculty in universities'. R A Mangi , J H Soomro ,
I A Ghumro , A R Abidi , A A & jalbani . *Australian Journal of Business and Management Research* 2011. 1
(7) p. .
- [Yang et al. ()] 'A study of nurses' job satisfaction: The relationship to professional commitment and friendship
networks'. L S Yang , H H Yang , H T Chen , M F Chang , Y F Chiu , Y W Chou , Y C Cheng .
<http://www.scirp.org/journal/health/Health> 2012. 4 (11) p. .
- [Al-Zu'bi ()] 'A study of relationship between organizational justice and job satisfaction'. H A Al-Zu'bi .
Available at: www.ccsenet.org/ijbm *International Journal of Business and Management* 2010. 5 (12)
p. .
- [Meyer and Allen ()] 'A three-component conceptualization of organizational commitment'. J P Meyer , N J
Allen . *Human Resource Management Review* 1991. 1 (1) p. .
- [Meyer et al. ()] 'Affective commitment and normative commitment to the organizational: A Meta-analysis of
Antecedents, Correlates, and Consequences'. J P Meyer , D J Stanley , L Herscovitch , L Topolnysky .
Journal of Vocational Behavior 2002. 61 p. .
- [Mannheim and Baruch ()] 'Alternative Models for Antecedents and Outcomes of Work Centrality and Job
Satisfaction of High-Tech Personnel'. B Mannheim , J Baruch . *Human Relations* 1997. 50 (12) p. .
- [Tajzadeh-Namin ()] 'An empirical study on measuring the effect of layoff on job satisfaction and employee
commitment: A case study of detergent producer unit'. A Tajzadeh-Namin . *Management Science Letters*
2012. 2 p. .
- [Fouman et al. ()] 'Analyzing the Relationship between Job Features (Job Satisfaction, Working Independence,
Promotion Opportunities, and Job Anxiety) and Educational System of North Khorasan in 1391'. G H E
Fouman , R Davoudi , V A & azam . *International Journal of Academic Research in Business and Social
Sciences* 2222- 6990. 2012. (2) p. 12.
- [Riaz and Ramay ()] 'Antecedents of job satisfaction: A case study of telecom sector'. A Riaz , M Ramay .
Perspectives of Innovations 2010. 4 (1) p. . (Economics & Business. Available at: www.pieb.cz)
- [Abdullah ramay ()] 'Antecedents of organizational commitment of banking sector employees in Pakistan'. M I
Abdullah & ramay . *Serbian Journal of Management* 2012. 7 (1) p. .
- [Samad ()] *Assessing the Effects of Job Satisfaction and Psychological Contract on Organizational Commitment
among Employees in Malaysian SMEs. The 4th SMES In A Global Economy Conference*, Samad . 2007. 2007.
- [Akah et al. ()] 'Assessment of Indices of Job Satisfaction among Nursing Staff in Calabar Metropolis of Cross
River State'. L Akah , C C Chukwurah , C C & ihejiamazu . *Canadian Social Science* 2011. 7 (1) p. .
- [Kanter ()] 'Commitment and social organization: A study of Commitment mechanisms in utopian communities'.
R M Kanter . *American Sociological Review* 1968. 33 (4) p. .
- [Khan et al. ()] 'Demographic impact on the job satisfaction of the District Executive Offices in local Govern-
ment'. A S Khan , S Khan , A Nawaz , N Khan . *Gomal University Journal Research* 2009. 25 (2) p. .
- [Jathanna et al. ()] 'Determinants of job satisfaction among healthcare workers at a tertiary care Hospital'. R
Jathanna , R D Melisha , G Mary , K S & latha . *Journal of Health and Allied Sciences* 0972-5997. 2011. 10
(13) p. .
- [Ellickson and Logsdon ()] 'Determinants of job satisfaction of Municipal Government employees'. M C Ellickson
, K Logsdon . *State and Local government Review* 2001. 33 (3) p. .
- [Khan et al. ()] 'Determining the organizational commitment of Academicians in public sector universities of
developing countries like Pakistan'. I Khan , A Nawaz , M S Khan . *International Journal of Academic
Research in Economics and Management Sciences* 2226-3624. 2013. 2 (1) p. .
- [Busch et al. ()] 'Disciplinary Differences in Job Satisfaction Self-Efficacy, Goal Commitment and Organizational
Commitment among Faculty Employees in Norwegian Colleges: An Empirical Assessment of Indicators of
Performance'. T Busch , L Fallan , A & pettersen . *Quality in Higher Education* 1998. 4 (2) p. .
- [Islam et al. ()] 'Does Compensation and Demographic Variable Influence on Teachers Commitment and Job
Satisfaction: A Study of University of the'. T Islam , Z Ahmad , I Ahmed , A Ahmad , M Saeed , S Muhammad
, K . **Available at: www.ccsenet.org/ijbm** *International Journal of Business and Management* 2012. 7
(4) p. .
- [Hamdi and rajablu ()] 'Effect of supervisorsubordinate communication and leadership style on organizational
commitment of Nurses in health care setting'. S Hamdi , M & rajablu . *International Journal of Business &
Management* 1833-3850 E- 1833-8119. 2012. 7 (23) p. .

- [Ho et al. ()] 'Effects of job rotation and role stress among nurses on job satisfaction and organizational commitment'. W H Ho , C S Chang , Y Shih , R D L&liang . <http://www.biomedcentral.com/1472-6963/9/8> *BMC Health Services Research* 2009. 9 (8) p. .
- [Ahmed et al. ()] 'Effects of Motivational Factors on Employees Job Satisfaction a Case Study of University of the'. I Ahmed , M M Nawaz , N Iqbal , I Ali , Z Shaikat , A &usman . [Availableat:www.ccsenet.org/ijbm](http://www.ccsenet.org/ijbm) *International Journal of Business and Management* 2010. 5 (3) p. .
- [Yücel1 ()] 'Examining the Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: An Empirical Study'. I Yücel1 . *International Journal of Business and Management* 2012. 7 (20) p. .
- [Lum et al. ()] 'Explaining Nursing Turnover Intention: Job Satisfaction, Pay Satisfaction, or Organizational Commitment'. L Lum , J Kervin , K Clark , F Reid , W &sirola . *Journal of Organizational Behavior* 1998. 19 (3) p. .
- [Annakis et al. ()] 'Exploring Monitoring, Work Environment and Flexibility as Predictors of Job Satisfaction within Australian Call Centers'. J Annakis , A Lobo , S &pillay . [Availableat:www.ccsenet.org/ijbm](http://www.ccsenet.org/ijbm) *International Journal of Business and Management* 2011. 6 (8) p. .
- [Awases et al. ()] 'Factors affecting the performance of professional nurses in Namibia'. M H Awases , M C Bezuidenhout , J H &roos . <http://dx.doi.org/10.4102> *Curationis* 2013. 36 (1) p. 108.
- [Ahmed and riaz ()] 'Factors affecting Turn-Over Intentions of Doctors in public sector medical colleges and hospitals'. T Ahmed , A &riaz . *Interdisciplinary Journal of Research in Business* 2011. 1 (10) p. .
- [Abbas et al. ()] 'Factors contributing to job satisfaction for workers in Pakistani organization'. A Abbas , M Mudassar , A Gul , A Madni . *International Journal of Academic Research in Business and Social Sciences* 2222-6990. 2013. 3 (1) p. . (Available at: www.hrmar.com/journals)
- [Siew et al. ()] 'Factors predicting organizational commitment among Nurses in state hospitals'. P L Siew , B Chitpakdee , R Chontawan . *The International Medical Journal Malaysia* 2011. 10 (1) p. .
- [Goode and Hatt ()] & Goode , Hatt . *Methods in social research*, (McGraw-Hill Koga kusha USA) 1952.
- [Greek Registered Nurses' Job Satisfaction in Relation to Work-Related Stress: A Study on Army and Civilian Registered nurses' 'Greek Registered Nurses' Job Satisfaction in Relation to Work-Related Stress: A Study on Army and Civilian Registered nurses'. [Availableat:www.ccsenet.org/gjhs](http://www.ccsenet.org/gjhs) *Global Journal of Health Science* 2 (1) p. .
- [Buciuniene et al. ()] 'Health care reform and job satisfaction of primary health care physicians in Lithuania'. I Buciuniene , Blazeviciene , E &bliudziute . <http://www.biomedcentral.com> *BMC Family Practice* 2005. 6 (10) p. .
- [Ghoniem et al. ()] 'Impact of Emotional Intelligence and Gender on Job Satisfaction among Egyptian Government Sector Employees'. A Ghoniem , S El-Khouly , G Mohsen , M Ibrahim . *Current Research Journal of Social Sciences* 2041-3246. 2011. 3 (1) p. .
- [Butt et al. ()] 'Impact of work and physical environment on hospital nurses commitment'. H S Butt , F Khan , A B M Rasli , MJ . *International Journal of Economics Research* 2229- 6158. 2012. 3 (3) p. .
- [Leblebici ()] 'Impact of workplace Quality on employees productivity: case study of a bank in Turkey'. D Leblebici . *Journal of Business, Economics & Finance* 2012. 1 (1) p. .
- [Smith ()] 'Increasing Employee Productivity, Job Satisfaction, and Organizational Commitment'. D Smith . *Hospital Health Services Administration* 1996. 41 p. .
- [Ismail et al. ()] 'Interactional justice as a mediator of the relationship between pay for performance and job satisfaction'. A Ismail , A H Mashkuri , A Z Sulaman , W K Hock . *Intangible Capital* 2011. 7 (2) p. .
- [Khan and Khan ()] 'Investigating the demographic impacts on the job satisfaction of district officers in the province of'. A S Khan , A N. ; K P K Khan , Pakistan . <http://www.interestjournals.org/IRJMBS> *International Research Journal of Management and Business Studies* 2011. 1 (3) p. .
- [Khalid et al. ()] 'Job Satisfaction among Academic Staff: A Comparative Analysis between Public and Private Sector Universities of'. S Khalid , M Z Irshad , B Mahmood . [Availableat:www.ccsenet.org/ijbm](http://www.ccsenet.org/ijbm) *ISSN1833-3850E- ISSN1833-8119 International Journal of Business and Management* 2012. 7 (1) p. .
- [Kumar et al. ()] 'Job satisfaction among public health professionals working in public sector: a cross sectional study from Pakistan'. R Kumar , J Ahmed , B T Shaikh , R Hafeez , A &hafeez . *Human Resources for Health* 2013. 11 (2) p. .
- [Neelamegam ()] 'Job satisfaction and demographic variables -is there any Link? Perspectives of Innovations'. M Neelamegam . *Available at: www.pieb.cz*, 2010. 6 p. .
- [Job Satisfaction and Its Influential Factors Journal of Research in Health Sciences] 'Job Satisfaction and Its Influential Factors'. *Journal of Research in Health Sciences* 10 (1) p. .

- [Lu et al. ()] 'Job satisfaction and its related factors: A questionnaire survey of hospital nurses in Mainland China'. Alison H E Lu , While , L &barriball . *International Journal of Nursing Studies* 2007. 44 p. . (Available at: www.sciencedirect.com)
- [Peters et al. ()] 'Job satisfaction and motivation of health workers in public and private sectors: cross-sectional analysis from two Indian states'. D H Peters , S Chakraborty , P Mahapatra , L Steinhardt . *Human Resources for Health* 2010. 8 (27) p. .
- [Azeem ()] 'Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman'. S M Azeem . <http://www.SciRP.org/journal/psych> Available at, 2010. 1 p. .
- [Al-Aameri ()] 'Job satisfaction and organizational commitment for nurses'. A S Al-Aameri . *Saudi Medical Journal* 2000. 21 (6) p. .
- [Al-Jenaibi ()] 'Job satisfaction Comparisons among Diverse Public Organizations in the UAE'. B Al-Jenaibi . Available at: www.cscanada.org *Management science and engineering* 2011. 5 (2) p. .
- [Nikic et al. ()] 'Job satisfaction in health care workers'. D Nikic , M Arandjelovic , M Nikolic , A &stankovic . *Acta Medica Medianae* 2008. 47 (4) p. .
- [Mahmood et al. ()] 'Job satisfaction of secondary school teachers: A comparative analysis of Gender, Urban, and Rular schools'. A Mahmood , S Nudrat , M M Asdaque , A Nawaz , N &haider . *Asian Social Science* 2011. 7 (8) p. .
- [Akansel et al. ()] 'Job Satisfactions of nurses and physicians working in the same health care facility in Turkey'. N Akansel , G Özkaya , D Ercan , Z &alper . *International Journal of Caring Sciences* 2011. 4 (3) p. .
- [Bhatti et al. ()] *Leadership Styles and Behaviors in Institutional Context, Interdisciplinary journal of contemporary research in business*, Z A Bhatti , H G Ahmad , A Aslam , U Nadeem , M &ramzan . 2012. 4 p. .
- [Boyd et al. ()] *Marketing research: Text and cases*, H W Boyd , R Westfall , S F &stasch . 1977. Richard D. Irwin, Inc. (4th edition)
- [Greener et al. ()] 'Measuring Work Environment and Performance in Nursing Homes'. H T Greener , N Zheng , P Katz , H Zhao , D B Mukamel . *Med Care* 2009. 47 (4) p. .
- [Ingersoll et al. ()] 'Nurses' job satisfaction, organizational commitment, and career intent'. G L Ingersoll , T Olsan , J Drew-Cates , B Devinney , J Davies . *Journal of Nursing Administration* 2002. 32 (5) p. .
- [Sharma et al. ()] 'Organizational Citizenship Behavior in Public and Private Sector and Its Impact on Job Satisfaction: A Comparative Study in Indian Perspective'. J P Sharma , N Bajpai , U Holani . *International Journal of Business and Management* 2011. 6 (1) p. .
- [Adenike ()] 'Organizational Climate as a Predictor of Employee Job Satisfaction: Evidence from Covenant University'. A Adenike . *Business Intelligence Journal* 2011. 4 (1) p. .
- [Rehman et al. ()] 'Perceived leadership styles and organizational commitment'. S Rehman , A Shareef , Mahmood , A &ishaque . *Interdisciplinary journal of contemporary research in business* 2012. 4 (1) p. .
- [Krogstad et al. ()] 'Predictors of job satisfaction among doctors, nurses and auxiliaries in Norwegian hospitals: relevance for micro unit culture'. U Krogstad , D Hofoss , Veenstra , P &hjortdah . 10.1186/1478-4491-4-3. *Human Resources for Health* 2006. 4 (3) p. .
- [Simmon ()] *Predictors of organizational commitment among staff in assisted living. Department of Sociology and Anthropology, P.O. box. 2500, university of Central Florida*, E S Simmon . 2005. Orlando, FL32816 USA.
- [Besigwa ()] *Quality of supervion and employees performance in mairye estates ltd*, Available at: cees.mak.ac.ug/sites/default/files/public_cations/Besigwa.doc, E T Besigwa . 2011. p. .
- [Almalki et al. ()] 'Quality of work life among primary health care nurses in the Jazan region, Saudi Arabia: a crosssectional study'. M J Almalki , G Gerald , F Clark , M . <http://www.human-resources-health.com> *Human Resources for Health* 2012. 10 (30) p. .
- [Kothari ()] *Quantitative Techniques*, C R Kothari . 1986. New Delhi: Vikas Publishing House.
- [Tsai ()] 'Relationship between Organizational Culture'. Y Tsai . <http://www.biomedcentral.com/1472-6963/11/98> *Leadership Behavior and Job Satisfaction*, 2011. 11 p. .
- [Knoop ()] 'Relationships among Job Involvement, Job satisfaction and Organizational Commitment for Nurses'. R Knoop . *Journal of Psychology* 1995. 29 p. .
- [Ed ()] 'Research methods for business: A skill-building approach'. Ist Ed . Dera Ismail Khan. *Pakistan. Sekaran, U* 1999. John Wiley and Sons. (Sultan printing press)
- [satisfaction and intention to leave among Malaysian nurses Business Intelligence Journal] 'satisfaction and intention to leave among Malaysian nurses'. *Business Intelligence Journal* 3 (1) p. .
- [Yousef ()] 'Satisfaction with Job Security as a Predictor of Organizational Commitment and Job Performance in a Multicultural Environment'. D A Yousef . *International Journal of Manpower* 1998. 19 (3) p. .

- [Akah ()] *Stressors and Job Performance of Health Workers in the Public and Private Sector (An unpublished M, L U Akah . 2005. University of Calabar*
- [Saif ()] *The basics of research process*, M I Saif . 1984.
- [Bodilenyane and Motshegwa ()] 'The effect of HIV/AIDS on job satisfaction amongst the Nurses in the public health sector of Botswana'. K Bodilenyane , B Motshegwa . *Available at:www.ccsenet.org/ijbm*, 2012. 7 p. .
- [Iliopoulos and Priporas ()] 'The effect of internal marketing on job satisfaction in health services: a pilot study in public hospitals in Northern Greece'. E Iliopoulos , C V Priporas . *BMC Health Services Research* 2011. 11 (261) p. .
- [Altinoz et al. ()] 'The effect of job satisfaction of the talented employees on organizational commitment: A Field Research'. M Altinoz , D Cakiroglu , S Cop . *Procedia-Social and Behavioral Sciences* 2012. 58 p. .
- [Galanou et al. ()] 'The effect of reward system on job satisfaction in an organizational chart of four hierarchical levels: a qualitative study'. E Galanou , G Georgakopoulos , I Sotiropoulos , V Dimitris . *International Journal of Human Sciences* 2011. 8 (1) p. .
- [Balc? ()] 'The effects of education on police officer job satisfaction: The case of Turkish National Police'. F Balc? . *International Journal of Human Sciences* 2011. 8 (2) p. .
- [Davidson et al. ()] 'The Effects of Health Care Reforms on Job Satisfaction and Voluntary Turnover among Hospital-Based Nurses'. H Davidson , P H Folcarelli , S Crawford , J Laura , L J Duprat , J C Clifford . *Medical Care* 1997. 35 (6) p. .
- [Adekola ()] 'The Impact of Organizational Commitment on Job Satisfaction: A Study of Employees at Nigerian Universities'. B Adekola . *Availableat:www.macrothink.org/ijhrs International Journal of Human Resource Studies* 2012. 2 (2) p. .
- [Tumulty et al. ()] 'The impact of perceived work environment on job satisfaction of hospital staff nurses'. G Tumulty , I Jernigan , G F &kohut . *Applied Nursing Research* 1994. 7 (2) p. .
- [Babbie ()] *The Practice of social research, 7th, edition*, E Babbie . 1993. Wordsworth Publishing Co.
- [Almansour ()] 'The relationship between job satisfaction and organization commitment among mangers in telecommunication companies in JORDAN'. M Y Almansour . *Ozean Journal of Applied Sciences* 1943-2429. 2012. 5 (2) p. .
- [Almeer ()] 'The Relationship between Job Stress, Organizational Commitment, Performance, Job Satisfaction, and demographic factors'. A Almeer . *Journal of Public Administration* 1995. 35 p. .
- [Ghorbanian and Bahadori ()] 'The relationship between managers' leadership styles and emergency medical technicians' job satisfaction'. A Ghorbanian , M Bahadori , M . 10.4066/AMJ.2012.892. <http://dx.doi.org/10.4066/AMJ.2012.892> *Australasian Medical Journal* 2012. 5 (1) p. .
- [Anafarta ()] 'The Relationship between Work-Family Conflict and Job Satisfaction: A Structural Equation Modeling (SEM) Approach'. N Anafarta . *Availableat:www.ccsenet.org/ijbm International Journal of Business and Management* 2011. 6 (4) p. .
- [Williams et al. ()] 'Understanding Multiple Dimensions of Compensation Satisfaction'. L M Williams , M A Mcdaniel , L R Ford . *Journal of Business and Psychology* 2007. 21 (3) p. .
- [Tayyab and Riaz ()] 'Validation of the three-component model of organizational commitment in Pakistan'. S Tayyab , M N Riaz . *Pakistan journal of psychological research* 2004. 19 (3-4) p. .