

# Organizational Commitment and Job Satisfaction among Staff Nurses Working at Selected Public and Private Hospitals of Bagalkot.

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## Abstract

**Background of the study:** Nurses constitute the largest human resource element in healthcare organizations, and therefore have a great impact on quality of care and patient outcomes. Job performance has often been examined in light of work attitudes such as job satisfaction and organizational commitment.

**Aim of the Study:** To assess Organizational Commitment and Job Satisfaction among Staff Nurses working at selected Public and Private Hospitals of Bagalkot.

## Methodology:

A Descriptive Correlation Survey Research design was used for the study. A sample of 100 staff nurses (50 from public and 50 private hospital) was selected by convenient sampling technique. Structured Organizational Commitment Questionnaire and Job Satisfaction Questionnaire were used for collection of data. The data were analyzed using descriptive and inferential statistics.

## Results:

Majority of the staff nurses (84%) in public hospital had high commitment to their organization and most of the staff nurses in private hospital had high (48%) and moderate (40%) levels of commitment to their organization. More percentage of the staff nurses in both public hospital (66%) and private hospital (60%) had high job satisfaction. A significant difference was found between mean organizational commitment scores of staff nurses working in public ( $70.42 \pm 7.8$ ) and private ( $65.24 \pm 11.2$ ) hospitals ( $Z=2.73$ ,  $P<0.05$ ). Similarly, there was a significant difference between mean job satisfaction scores of staff nurses working in public ( $71.66 \pm 10.63$ ) and private ( $65.48 \pm 11.43$ ) hospitals ( $Z=2.74$ ,  $P<0.05$ ).

A weak positive correlation ( $r_s=0.36$ ,  $P>0.05$ ) was found between the organizational commitment and job satisfaction of public nurses which is not statistically significant. A statistically significant positive ( $r_s=0.53$ ,  $P<0.05$ ) correlation was found between the organizational commitment and job satisfaction of private nurses.

**Conclusion:** The overall findings of the study revealed that organizational commitment and job satisfaction among staff nurses are positively correlated. Satisfaction level of private nurses and their commitment towards their organization is considerably low compared to the public nurses. The reasons for this difference have to be addressed in further studies.

## I. INTRODUCTION

For decades, researchers have been studying factors influencing performance in health organizations with emphasis on worker factors and work environment factors. Nurses constitute the largest human resource element in healthcare organizations, and therefore have a great impact on quality of care and patient outcomes. Job performance has often been examined in light of work attitudes such as job satisfaction and organizational commitment. Nurses' attitudes towards their jobs; and commitment to their employing organizations have been compelling to researchers due to their impact on behavior at work and quality of patient care. In India, interest has been growing on issues related to performance in health organizations, as a reflection of the increasing interest in quality improvement.<sup>1</sup>

Job satisfaction and organizational commitment are the two most observed popular areas that have concerned significant attention on the organizational behavior area (Mathieu and Zajac, 1990; Allen and Meyer, 1990; O'Reilly and Chatman, 1986). This is because of the fact that devoted and joyful workforce will contribute towards organizational productivity. There is no doubt that job satisfaction for employees is essential. Any organization should concern about their employees' satisfaction for the reason that: 1) there are very indications implying that frustrated employees resign more 2) it is proved that satisfied employees enjoy better health and live longer 3) job satisfaction is a occurrence which goes beyond the board of the organization and the company and its effects would be seen in their private life and out of the organization (Robins, 1970, Allahyari, 2013). The accomplishment of an organization and the quest of quality depend not only on how the organization makes the most of

human capabilities, but also on how it stimulates commitment and satisfaction among the employees.<sup>2</sup>

A study was conducted to examine the relationship between job satisfaction and organizational commitment among nurses. The participants of this study were 117 nurses in hospitals of Kerala, India. The finding of the study suggests that job satisfaction and organizational commitment of nurses are significantly related with each other.<sup>2</sup>

The relationship between organizational commitment and job satisfaction is also researched in many occupations. Most of these studies whether in the nursing profession or other professions found a positively significant relationship between them. This leads the researcher to hypothesize in this study that there is a significant relationship between job satisfaction and organizational commitment of nurses.

➤ *Statement of the Problem:*

“A Comparative Correlation Study to assess Organizational Commitment and Job Satisfaction among Staff Nurses working at selected Public and Private Hospitals of Bagalkot.”

➤ *Objective of the Study:*

- To assess the organizational commitment and job satisfaction among Staff Nurses working at selected Public and Private Hospitals of Bagalkot.
- To compare the organizational commitment and job satisfaction among Staff Nurses working at selected Public and Private Hospitals of Bagalkot.
- To determine the correlation between organizational commitment and job satisfaction among Staff Nurses working at selected Public and Private Hospitals of Bagalkot.
- To determine the association between selected Socio-demographic variables of staff nurses and their organizational commitment and job satisfaction.

*Hypothesis:*

*H<sub>1</sub>:* There will a significant difference in organizational commitment and job satisfaction among Staff Nurses working at selected Public and Private Hospitals of Bagalkot.

*H<sub>2</sub>:* There will be a significant positive correlation between organizational commitment and job satisfaction among Staff Nurses working at selected Public and Private Hospitals of Bagalkot.

*H<sub>3</sub>:* There will be a significant association between selected Socio-demographic variables of staff nurses working at selected public and private hospitals of Bagalkot and their organizational commitment and job satisfaction.

## II. METHODOLOGY

*Research approach:* Quantitative non-experimental approach was used for the present study.

*Research design:* Descriptive comparative correlation survey design.

*Variables:* Variables selected for the present study are:

*Study variable1:* Organizational commitment of staff nurses.

*Study variable2:* Job satisfaction of staff nurses.

*Socio-demographic variables:* Age, sex, religion, marital status, educational qualification, work experience, present area of work, nature of employment.

*Setting of the Study:* The present study was conducted in District Government Hospital, Bagalkot and HSK Hospital, Bagalkot.

*A. Population:*

*The target population:* The target population for the present study is Staff nurses working in various public and private hospitals of Bagalkot District.

*Accessible population:* The accessible population for the present study is the Staff nurses working in District Government hospital, Bagalkot and HSK hospital, Bagalkot.

*Sample size:* In this study sample size is (n=100) staff nurses. Out of which 50 staff nurses were selected from in District Government hospital, Bagalkot and 50 staff nurses were selected from HSK hospital, Bagalkot.

*Criteria for selection of sample*

*B. Inclusion criteria:*

The study includes the staff nurses are;

- Staff Nurses who will be present during the time of data collection.
- Staff Nurses who are willing to participate in the study.

*C. Exclusion criteria:*

The study excluded the staff nurses are;

- Staff Nurses who are on leave at the time data collection.
- Staff Nurses who are not willing to give informed consent.

*Sampling Technique:* Convenient Sampling technique.

*D. Description of the Tools:*

*Structured organizational commitment questionnaire*

It consists of 20 items to assess the organizational commitment of staff nurses. It has three sections as mentioned below.

*Section A:* consist of 8 items on affective commitment

*Section B:* consist of 6 items on continuation commitment

*Section C:* consist of 6 items on normative commitment.

*Scoring of the items on Organizational commitment questionnaire*

There are 20 items for Organizational Commitment. Scoring of these items is as follows;

Strongly Disagree (SD) =1

Disagree (D) =2

Neither Agree nor Disagree (N) = 3

Agree (A) = 4

Strongly Agree (SA) = 5

Scoring for the items (4, 5, 6, 8, 9, 12, and 14) is reversed.

The reliability of the questionnaire was calculated by administering it to 10 staff nurses and Cronbach’s alpha coefficient obtained was 0.88.

*E. Job Satisfaction Questionnaire*

It consists of 20 items to assess the Job satisfaction of staff nurses.

Scoring of these items is as follows;

Very Dissatisfied (VD) =1

Dissatisfied (D) =2

Neither satisfied nor dissatisfied (N) = 3

Satisfied (S) = 4

Very Satisfied (VS) = 5

The reliability of the questionnaire was calculated by administering it to 10 staff nurses and Cronbach’s alpha coefficient obtained was 0.78.

*F. Socio-demographic profile*

The socio-demographic profile consist of information about Staff nurses; Age, Sex, Religion, Marital status, Educational qualification, Work experience, Present area of work, Nature of employment.

*Data collection procedure* Data was collected through structured questionnaires for 10 days with beginning from 15-8-2017 to 25-8-2017. The questionnaires were distributed to staff nurses working in District Government Hospital and HSK Hospital and asked them to kindly go through each items and tick mark suitable options after two or three days of gap filled up questionnaires were collected from them.

*Plan of Data Analysis:* The data obtained was analyzed in terms of achieving the objectives of the study using descriptive and inferential statistics.

**III. RESULTS**

*Part-I: Assessment of organizational commitment (OC) among staff nurses working in selected Public and Private Hospitals of Bagalkot.*

Table-1. Assessment of levels organizational commitment among staff nurses working in selected Public and Private Hospitals of Bagalkot.

N=50+50

Sl . No.	Level of OC	Range of scores	Public		Private	
			Frequency	Percentage	Frequency	Percentage
1	Very high commitment	81-100	05	10	05	10
2	High commitment	61-80	42	84	24	48
3	Moderate commitment	41-60	03	06	20	40
4	Low commitment	21-40	00	00	01	02
5	Very low commitment	1-20	00	00	00	00
Total			50	100%	50	100%

Assessment of the levels of organizational commitment among staff nurses reveals that, highest percentage (84%) of staff nurses in public hospital had high organizational commitment. Whereas in private hospital 48 percent of the staff nurses had high commitment to their organization and 40 percent of them had moderate commitment.

*Part-II: Assessment of job satisfaction (JS) among staff nurses working in selected Public and Private Hospitals of Bagalkot.*

Table 2. Assessment of Levels job satisfaction among staff nurses.

N=50+50

Sl . No.	Level of JS	Range of scores	Public		Private	
			Frequency	Percentage	Frequency	Percentage
1	Very high satisfaction	81-100	09	18	05	10
2	High satisfaction	61-80	33	66	30	60
3	Moderate satisfaction	41-60	08	16	14	28
4	Low satisfaction	21-40	00	00	01	02
5	Very low satisfaction	1-20	00	00	00	00
Total			50	100%	50	100%

Assessment of the levels of job satisfaction among staff nurses reveals that, majority (66%) of staff nurses in private public hospital had high job satisfaction. Whereas in private hospital 60 percent of the staff nurses had high job satisfaction.

*Part-III: Comparison of organizational commitment (OC) and job satisfaction (JS) between staff nurses working in selected Public and Private Hospitals of Bagalkot.*

Table 3. Comparison of organizational commitment and job satisfaction between staff nurses working in selected Public and Private Hospitals of Bagalkot.

N=50+50

Comparison	Public			Private			Z value	Table Value
	Mean	SD	Mean%	Mean	SD	Mean%		
OC	70.42	±7.8	70.42	65.24	±11.2	65.24	2.73*	1.96
JS	71.66	±10.63	71.66	65.48	±11.43	65.48	2.34*	1.96

\*Significant (P < 0.05)

Findings reveal that, there was a significant difference between mean organizational commitment scores of staff nurses working in public (70.42±7.8) and private (65.24±11.2) hospitals (Z=2.73, P<0.05). Similarly, there was a significant difference between mean job satisfaction scores of staff nurses working in public (71.66±10.63) and private (65.48±11.43) hospitals (Z=2.74, P<0.05).

*Part-IV: Correlation between organizational commitment (OC) and job satisfaction (JS) of staff nurses working in selected Public and Private Hospitals of Bagalkot.*

Table 4. Correlation between organizational commitment and job satisfaction of staff nurses.

N=50+50

Areas of commitment	Spearman's Rank order correlation (r <sub>s</sub> ) between OC and JS	
	Public	Private
Affective commitment	0.1285	0.24
Continuance commitment	0.1828	0.44*
Normative commitment	0.1835	0.41*
TOTAL	0.1336	0.53*

\*Significant (P < 0.05)

Analysis regarding correlation between the organizational commitment and job satisfaction of staff nurses working in public hospital shows that, there was a weak positive correlation (r<sub>s</sub>=0.36, P>0.05) between the organizational commitment and job satisfaction which is not statistically significant. Assessment of correlation between the organizational commitment and job satisfaction of staff nurses working in private hospital shows that, there was a statistically significant positive (r<sub>s</sub>=0.53, P<0.05) correlation between the organizational commitment and job satisfaction.

*Part-V: Association between selected Socio-demographic variables of staff nurses and their organizational commitment (OC) and job satisfaction (JS).*

Table 5. Association between selected Socio-demographic variables of staff nurses and their organizational commitment and job satisfaction.

N=50+50

Demographic variables	df	Public		Private	
		Chi-square value for OC	Chi-square value for JS	Chi-square value for OC	Chi-square value for JS
Age	1	0.32 (P=0.57)	0.86 (P=0.35)	0.02 (P=0.9)	0.49 (P=0.49)
Gender	1	0.33 (P=0.56)	0.73 (P=0.39)	1.1 (P=0.3)	0.38 (P=0.58)
Religion	1	0.05 (P=0.82)	3.13 (P=0.08)	0.44 (P=0.51)	0.52 (P=0.47)
Marital Status	1	0.01 (P=0.92)	0.02 (P=0.89)	2.34 (0.12)	0 (P=1)
Educational Qualification	1	0.08 (P=0.78)	0.08 (P=0.78)	0.49 (0.49)	0.58 (P=0.44)
Work Experience	1	0 (P=1)	0.36 (P=0.54)	0 (P=1)	0 (P=1)
Present area of work	1	0.32 (0.57)	0.07 (P=0.8)	2.5 (P=0.11)	0.13 (P=0.72)
Nature of employment	1	1.22 (0.27)	0 (P=1)		

df: Degrees of Freedom

P>0.05 (Not significant)

Findings shows that, no significant association was found between organizational commitment and job satisfaction of public and private staff nurses with their

selected socio-demographic variables like age, gender, religion, marital status educational qualification, work experience, present area of work, nature of employment.

#### IV. DISCUSSION

The findings of the study were discussed according to the objectives which were stated. The highest percentage (84%) of staff nurses in public hospital had high organizational commitment, whereas in private hospital 48 percent of the staff nurses had high commitment to their organization and 40 percent of them had moderate commitment. Majority (66%) of staff nurses in public hospital had high job satisfaction, whereas in private hospital 60 percent of the staff nurses had high job satisfaction. The results of the present study are consistent with the study conducted by Mrayyan MT to identify variables of Jordanian nurses' job satisfaction and retention. The results showed that, Nurses reported that they were "moderately satisfied" in their jobs with "neutral" opinion about their retention.<sup>3</sup>

There was a significant difference between mean organizational commitment scores of staff nurses working in public ( $70.42 \pm 7.8$ ) and private ( $65.24 \pm 11.2$ ) hospitals ( $Z=2.73$ ,  $P<0.05$ ). Similarly, there was a significant difference between mean job satisfaction scores of staff nurses working in public ( $71.66 \pm 10.63$ ) and private ( $65.48 \pm 11.43$ ) hospitals ( $Z=2.74$ ,  $P<0.05$ ). The results of the present study are inconsistent with the study conducted by Mrayyan MT to identify variables of Jordanian nurses' job satisfaction and retention. Comparisons were performed between three public and two private hospitals in Jordan. The results showed that, Nurses who work in private hospitals were more satisfied and intended to retain their jobs more than nurses in public hospitals.<sup>3</sup>

There was a weak positive correlation ( $r_s=0.36$ ,  $P>0.05$ ) between the organizational commitment and job satisfaction of staff nurses working in public hospital which is not statistically significant. Whereas there was a statistically significant positive ( $r_s=0.53$ ,  $P<0.05$ ) correlation between the organizational commitment and job satisfaction of staff nurses working in private hospital. The results of the present study are consistent with the study was conducted by Sreehari Ravindranath, Jomon Joy, Joseph Thomas R to explore the relationship between Organizational Commitment and Job Satisfaction among Staff Nurses in 5 districts of Kerala, India. The finding of the study suggests that job satisfaction and organizational commitment of nurses are significantly related with each other.<sup>2</sup>

#### V. CONCLUSION

The overall findings of the study revealed that organizational commitment and job satisfaction among staff nurses are positively correlated. Satisfaction level of private nurses and thier commitment towards thier organization is

considerably low compared to the public nurses. The reasons for this diifference have to be addressed in further studies.

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