

Job satisfaction, job involvement and organizational commitment in Nurses

Widya Djaati^a, Nilam Widyarini^b

widyadjaati@gmail.com

^{a, b}Gunadarma University, Jl. TB Simatupang Kav.38 Jati Padang Village, South Jakarta and 12410, Indonesia

Abstract

This study aims to examine the effects of independent variables, which are job satisfaction and job involvement on the dependent variable, which is organizational commitment of nurses. The lack of human resources or medical personnel in hospitals causes delays in treating patients. In carrying out their duties, nurses must work effectively in order to achieve the expected goals of hospital management. Apart from that, the hospital plays a role so that every hospital policy can be followed by the nurses by facilitating these nurses in the form of compensation, work environment, and other facilities. The benefits of meeting these needs will lead to the behavior of providing professional services in treating patients. Satisfaction can occur because it is based on the size of the organization that affects job satisfaction. Apart from that, the presence of satisfaction leads to positive engagement so that it reflects the general cognitive state of a person who identifies themselves with their work with the main goal of determining their self-image at work so that later they will be committed to their workplace. The participants of this study amounted to 100 nurses with the details of female nurses as many as 65 people and male nurses as many as 35 people working in hospitals and health centers in the Jabodetabek area and several other cities. The main analysis technique used is the multiple regression analysis. The results of this study found that there was an effect of job involvement and job satisfaction on the organizational commitment of nurses "with a significance value of 0.000 ($p \leq 0.050$) with an F value of 88,589 and an R Square value of 0.637, which means that job satisfaction and work involvement jointly affect to the organizational commitment of nurses.

Keywords: Job satisfaction, Job involvement, Organizational Commitment, Nurse;

1. Introduction

Currently, there are many hospitals that are facing problems related to the lack of resources for their labor. Hospitals are challenged by external and internal environments to achieve goals effectively and efficiently. However, some of the problems that often occur are that the available labor resources are not comparable towards the patients who come for treatment at the hospital, so there are still some criticisms from people who come for treatment that are related to the lack of nurses in charge of looking after and taking care of these patients. In this case, hospitals need nurses, as the largest professional group, to play a prominent role in determining the quality and cost of health care for everyone who comes for treatment so that patients are satisfied with the services provided.

In understanding this problem, hospitals are advised to keep their medical personnel, especially nurses, to be able to work professionally. Nurses are also expected to work effectively to complete their duties and responsibilities as nurses, which are taking care and providing the best service to patients. If the patient feels comfortable with the effective services and care provided by the nurse, it can be said that the nurse is successful in carrying out their duties properly.

In this case, the role of hospitals also affects the best services provided by nurses towards the patients. Hospitals must pay attention towards the various needs of nurses to fully dedicate themselves to the hospital where they work. The attention given by the hospital is also not only in the form of salaries but a productive work environment that is also needed by nurses to feel comfortable at work.

If the nurse's needs are met properly by the hospital management, the behavior to provide professional services will appear because the nurse feels that the work they do is part of their life and participates in caring for these patients or people who seek treatment. For this reason, if nurses feel satisfied and fully dedicate themselves in working then the nurses commit themselves to the hospital where they work.

Apart from the needs of the nurses that must be met, hospital management is also expected to clearly understand the behavior of its labor, which is an attitude to be able to serve effectively. Robbins & Timothy (2013) argue that a management or organization is required to pay attention to 3 aspects of attitude, which are job satisfaction, job involvement, and organizational commitment.

From several of these attitudes, the nurses who fully dedicate themselves will prioritize their main work. These nurses were even willing to not go home during the holidays to take care of the patients and carry out the demands of their jobs. Good nurses will also usually carry out their work without complaining and always view their work not as a task but as a hobby. It can be said that the nurses with these characteristics have positive feelings and high enthusiasm at work so that these nurses like their work and feel satisfied with the tasks carried out with the main focus on achieving organizational goals.

Nurse satisfaction at work can also be influenced by several factors in the workplace. According to Hasibuan (2000), the size of the organization affects the job satisfaction of its employees, because the larger the organization, the job satisfaction decreases because the role of employees gets smaller, and the smaller the organization, the job satisfaction increases because the power chain is closer towards its employees. For this reason, the emergence of satisfaction in nurses can be seen in how the conditions at work are at that time.

An international study of 43,000 nurses from 700 hospitals in the United States, Canada, England, Scotland, and Germany showed that the number of nurses that were dissatisfied with their jobs ranged from 17% in Germany to 41% in the United States (Aiken, Sean & Douglas, 2003). 2002). This dissatisfaction causes the nurses to want to leave or quit their jobs.

In addition to job satisfaction, nurses who are involved with their work will also usually be positively involved and can integrate with their work because it is a general cognitive state of a person who identifies themselves with their work with the main goal of determining self-image and achieving self-esteem at work (Kanungo, 1982). This is the main focus of hospitals to maintain a workforce that has this attitude. According to Salem, Fatma & Baddar, (2016) maintaining a committed workforce is a strong advantage, so if nurses are committed to providing a stable and dedicated labor asset value into training, job development, skills and very important abilities, it is possible to achieve success at work.

Organizational commitment is also a state of siding with an organization and its goals and intending to maintain its membership within the organization, by identifying its involvement in part of the organization (Robbins & Timothy, 2008).

Organizational commitment can be influenced by several factors such as external factors, internal factors, increasing effective communication activities, building a good organizational culture, and increasing team-building activities in order to increase organizational commitment of employees (Abu-Shama, Wafa & Rawan, 2015)

Based on the research from Marianty (2014) on nurses totaling 200 people, it is stated that nurses who have a high dedication always try to prioritize what is their duty, and even nurses are willing to take their time for their work.

Many studies have been conducted on the relationship between job satisfaction and organizational commitment. One of them is Al-Maeri's (2000) research on nurses. It was found that job satisfaction affects organizational commitment, because these nurses are satisfied with their work to a certain extent, and are committed to their workplace. In addition, research from Jena (2014) found that there was a positive

relationship between job satisfaction and organizational commitment because employees were satisfied with the promotion, salary, supervision, co-workers, and good communication.

In addition to job satisfaction, several studies have found that other factors may influence organizational commitment, such as job involvement. According to Singh and Jamuna (2015), there is a positive relationship between job involvement and organizational commitment because they are mutually involved in work, and it seems that employees are more committed and attached to their organizations. In addition, research by Albdour and Altarawneh (2014) stated that individuals who have a high level of job involvement will also have a high level of commitment.

In addition, there is a research from Abu Shama et al (2015) on the effects of job satisfaction and job involvement on organizational commitment that stated in order to increase job satisfaction and commitment, organizations must consider working conditions and provide each employee with the necessary resources to complete their work. Job involvement requires better communication in human resources management. In practical terms, supervisors should keep employees informed of the company's values, goals, and HR Managers should make sure to hire employees who enjoy what they do, and love their work.

This study is to see how much influence does job satisfaction and job involvement have on organizational commitment towards the nurses.

2. Methodology

The data This research uses the probability random sampling method. The questionnaire will be distributed online in the form of google forms (judgmental sampling) that consists of Informed consent, subject identity, and research scale. The respondents in this study were nurses who had worked for at least 6 months in a private or public hospital.

2.1 Job Satisfaction

In this study, job satisfaction was measured using aspects of job satisfaction modified from the Minnesota satisfaction questionnaire by Sharma Rajnish and Prachee (2017). It consists of 6 aspects, which are pay; training; promotion; recognition; supervision and job security. This scale consists of 23 items, for example, "I feel that I am paid enough for the work that I do". The respondents answered this questionnaire based on a 5-point scale (1=strongly disagree to 5=strongly agree.).

2.2 Job Involvement

In this study, job involvement was measured using the Job involvement scale compiled by Kanungo (1982) which were based on 2 dimensions compiled by Lodahl and Kejner (1965). It consists of 2 dimensions, which are work can affect a person's self-esteem and luxury, and a person can identify themselves psychologically with their job or how important work is in totally forming a self-image. This scale consists of 10 items. For example "1. The most important thing that happened to me involved my current job." The respondents answered based on (1=strongly disagree to 4=strongly agree.)

2.3 Organizational Commitment.

In this study, organizational commitment was measured using a scale of organizational commitment dimensions compiled by Jaros (2007) which was modified from Meyer and Allen (1991). The measurement uses three dimensions, which are affective commitment, sustainable commitment, and normative commitment. This scale consists of 24 items. For example "I would love to spend the rest of my career with this organization". The respondents answered (1=strongly disagree to 5=strongly agree.)

2.4 Analysis Technique.

This study examines the effects of job satisfaction (x1) and job involvement (x2) on the organizational commitment by using the multiple regression data analysis technique

3. Result and Discussion

The data collection process was carried out by distributing questionnaires through a google form that were given towards the subjects who worked as nurses. The data obtained from the distribution of the questionnaire amounted to 120 respondents, but the researchers chose respondents who matched the criteria in this study, which amounted to 104 nurses.

From the respondent's data, the researcher then compiled the demographic data from the respondents consisting of age, gender, previous education, and years of service. The following describes the demographic data (table 1):

Table 1. Demographic Data of Nurses

No	Demographic Data	Amount	%
1	Gender:		
	Male	39	37,5
	Female	65	62,5
2	Age :		
	22-25	64	61,5
	26-30	22	21,2
	31-35	8	7,7
	36-40	5	4,8
	41-45	5	4,8
3	Previous Education:		
	AD * (D3) Nursing	45	43,3
	AD * (D4) Nursing	4	3,8
4	BA * Nursing Profession	55	52,9
	Years of Service:		
	<6 Months	14	13,5
>6 Months	11	10,6	
	1-2 Years	37	35,6
	3-5 Years	21	20,2
	>5 Years	21	20,2

* Notes: AD: Associate's Degree || BA: Bachelor's Degree

The data that was obtained from filling out the questionnaire was that there were more female respondents than males. The age of the respondents ranged from 22 years to 45 years. Then, for the previous education, the Bachelor of Nursing Profession is more dominant and the years of service was more than 6 months of work to 5 years and over.

From the results of the item discrimination power test conducted on the organizational commitment

variable, it is known that 4 items fall out of the 23 items used. The correlation range of items that have a good item discrimination range from 0.446 to 0.803.

Based on the item discrimination power test on job satisfaction, it is known that 3 items fall out of the 10 items used in this study. The range of correlation items that have a good item discrimination ranges from 0.337 to 0.793. Meanwhile, in the item discrimination power test on job satisfaction, 3 items fall out of the 10 items used in this study. The correlation range of items that have a good discriminatory power range from 0.361 to 0.651.

Furthermore, to explain the effect of job satisfaction, job involvement on organizational commitment is described in (Tables 2, 3, and 4). In (Table 2), the results of the regression were carried out to see the effect of job satisfaction on organizational commitment of nurses. The results of the simple regression analysis showed that the F value was 93,427 and the significance coefficient was 0.000 ($p \leq 0.050$). It can be concluded that "there is an effect of job satisfaction on organizational commitment in nurses" in this study is accepted. In addition, the R Square value obtained was 0.478, which meant that job satisfaction affects organizational commitment by 47.8%. The other influences are influenced by other variables that cannot be explained within this study.

Table 2. Results of the Job Satisfaction Regression Test on Organizational Commitment

F	Sig	R Square
93.427	0.000	0,478

An explanation of the results of the regression analysis of the effect of job involvement on organizational commitment is in (Table 3). The F value is 129.746 and the significance coefficient is 0.000 ($p \leq 0.050$).

Table 3. Results of the Job involvement Regression Test on Organizational Commitment

F	Sig	R Square
129.746	0.000	0,560

This means that the hypothesis that reads "There is an effect of job involvement on organizational commitment in nurses" in this study is accepted. In addition, the R Square value that was obtained is 0.560, which means that job involvement influences organizational commitment by 5.60%. The other influences are influenced by other variables that cannot be explained within this study.

Table 4. Regression Test Results of the Job Satisfaction and Job involvement in Organizational Commitment

F	Sig	R Square
88.589	0.000	0,637

Based on the results of the multiple regression analysis of job satisfaction on organizational commitment, and job involvement in organizational commitment, further analysis (table 4) shows that the significance between job satisfaction and job involvement which was carried out together in this study was 0.000 ($p \leq 0.050$) with an F value of 88,589, so it can be concluded that there is a significant influence between job satisfaction and job involvement together on organizational commitment in nurses.

The R Square value obtained is also 0.637, which means that job satisfaction and job involvement in this

study have an influence of 63.7% on organizational commitment in nurses.

The results of testing the research hypothesis shows that the hypothesis proposed in this study is that "job satisfaction and job involvement have a positive effect on organizational commitment". The results of the analysis obtained in this study indicates that the hypothesis is accepted. This means that job satisfaction and job involvement together affect organizational commitment in nurses.

From the effect of job satisfaction and involvement on organizational commitment, it was found that job involvement has the greatest influence on organizational commitment. It can be seen that nurses who work wholeheartedly and feel that the work they do is a form of something that they like, not something that is burdensome for them at work so that nurses will fully involve themselves in caring for and serving the patients. The importance of job involvement as a nurse is because it is an internal factor that needs to be improved for the advancement of management in hospitals. Robbins (2008) argues that job involvement is an important point in a participatory process that uses all the capacity of the workforce designed to encourage increased commitment by employees of the organization.

The job involvement of a nurse is also based on the form of their participation to try as much as possible in working to achieve a high level of commitment towards their organization. This can be seen in the research conducted by Kartaningsih (2007) on the influence of organizational culture and job involvement on organizational commitment in improving the performance of employees that are working. The results showed that job involvement has an influence on organizational commitment, because with an increase in job involvement, it will increase the organizational commitment of the individuals who are working.

If the nurses have an attachment towards their duties by taking part in all assigned activities and work, they can help their workplace, in this case, the hospital, in achieving the targets or goals expected by the organization itself.

In addition to the large influence of job involvement on organizational commitment in this study, job satisfaction also plays a significant role in creating the level of nurse commitment during work. Being tasked with caring for the patients during working hours is a must because it is the responsibility of a nurse. For that, the magnitude of the responsibility, the management must also meet all forms of needs of its workforce. This is to make the nurses who work feel satisfied with the work done, so that they will be committed while working and caring for the patients or people who come for treatment.

The satisfaction that arises in nurses can also start with how the procedures and treatment given by the organization and their superiors during work. Research conducted by Azeem (2010) founded that the form of job satisfaction has a big influence on organizational commitment and the most powerful thing that affects organizational commitment is the superiors you have while working. In addition, research from Semiaty (2002) states that job satisfaction is a form of employee's feelings towards their work both as a whole and on various aspects of their work. This is the result of knowledge and judgment that will direct employees to certain behaviors. In addition, research from Tarigan and Ariani (2015) founded that job satisfaction has a positive correlation with organizational commitment. This is because a high job satisfaction will affect an individual to commit towards their organization.

Based on the data obtained from this study, it can be concluded that job satisfaction and job involvement together have a positive effect on organizational commitment towards nurses by 63.7%, and the rest is influenced by other factors that have not been found within this study.

4. Closing Statement

Based on the results obtained in this study, job satisfaction and involvement have a positive effect on organizational commitment. The importance of hospital management to meet every need of its medical personnel, with the aim that nurses can participate in various activities or jobs that are their responsibilities, so that the nurses can work professionally, and can commit to their workplace to achieve the targets expected by

their organization.

It is hoped that further research that examines the effect of job satisfaction and job involvement on organizational commitment will be to pay more attention to other variables, which have not been used or measured within this study because these three research variables only affect 63.7% of organizational commitment. It can be said that there are still 36.3% of other variables that can affect the commitment of the nurses during work.

References

- Abu-Shamaa, R., Wafaa, A.A., & Rawan, T.K. (2015). The effect of job satisfaction and job involvement on organizational Commitment. *Journal of Organizational Behavior*, 26(4).
- Aiken, L.H., Sean, P.C., & Douglas, M.S. (2002). Hospital staffing, organization, and quality of care: cross-national findings. *International Journal for Quality in Health Care*, 14, 5-13.
- Al-Maeri, A.S. (2000) Job satisfaction and organizational commitment for nurses. *Jurnal Saudi Medical Journal*, 21(6), 531-535.
- Alarcon, G.M. (2009). The development of the wright job involvement scale. Wright State University: a dissertation submitted in partial fulfillment of the requirements for the degree of doctor of philosophy.
- Jaros, S. (2007). Meyer and Allen model of organizational commitment: measurement issues. *The Icfai 8 Journal of Organizational Behavior*, 6(4).
- Jena, R.K. (2014). The effect of job satisfaction on organisational commitment among shift workers: a field study of ferro-alloy industries. *Asia-Pacific Journal of Management Research and Innovation*, 10(2).
- Kanungo, R, N. (1982). Measurement of job and work involvement. *Journal of applied psychology*. 67, 3, 341-349.
- Robbins, S.P., & Timothy, A.J. (2008). *Perilaku organisasi* Buku 1, Edisi 12. Jakarta : Salemba empat
- Marianty, E. (2014). Pengaruh keterlibatan kerja dan kepuasan kerja terhadap komitmen organisasi (studi kasus pada perawat rumah sakit swasta di kota padang). *Jurnal KomTekInfo Fakultas Ilmu Komputer*, 1 (1).
- Meyer, J. P., & Allen, N. J., (1991). A Three-component conceptualization of organizational commitment. *Human resource management*, 1 (1), 61-89.
- Sharma, P.K., Rajnish,K., & Misra, P.M. (2017). Job satisfaction scale: adaptation and validation among indian it (information technology) employees. *Global Business Review*, 18(3), 703–718.
- Singh, Anjay., & Bindu, G. (2015). Job involvement, organizational commitment, professional commitment and team commitment. *Benchmarking: An International Journal*, 22(6) pp.119.
- Salem, O.A., Fatma, M.B., & Hind, M.A. (2016). Relationship between nurses job satisfaction and organizational commitment. *Journal of Nursing and Health Science (IOSR-JNHS)*, 5, 49-55.
- Singh, S. P., & Jamuna, K. (2015). The impact of job engagement and organizational commitment on organisational performance. *The International Journal Of Business & Management*. ISSN (2321-8916).