

AN EMPIRICAL STUDY ON JOB SATISFACTIONS AND ORGANIZATIONAL COMMITMENT OF NURSES WORKING IN PRIVATE AND PUBLIC HOSPITALS ACROSS THE VALLEY

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Abstract--This study examined the relationship between job satisfaction and organizational commitment. A questionnaire method was used and distributed among nurses working in private and public hospitals across the valley. A survey is Conducted with 300 samples were randomly selected in the study. The obtained data were analyzed based on the descriptive and inferential statistics using SPSS version 16. The problem in focus in this study was, why despite the hospital industry being a major contributor to Kashmir valley in respect of employment and economic growth during the past years; it has not yet been able to build a committed workforce.

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The main objectives were to investigate the relationship between the job satisfaction and organizational commitment prevailing in this industry. The findings of study highlight the critical roles of Components of job satisfaction in organizational commitments. Job satisfaction was found as significant predictors of organizational commitment.

Keywords: Job satisfaction, Affective commitment, Normative Commitment, Continuous commitment,

I INTRODUCTION

Organizational commitment and job satisfaction are job related attitudes that have received considerable attention from researchers around the globe. There are not much research efforts taken to explore attitudinal and behavioral aspects in Kashmir in india. This study initiates an attempt to address this issue. This study is intended to examine the level of job satisfaction and organizational commitment among employees in the selected organizations in hospital industry of Kashmir. The hospitals have experienced a distinctive growth during the past 25 years. However, it faces many problems, including those related to the work practices and the

work environment. This has resulted in the industry being categorized as a "slave driven" industry. Poor working conditions, low incentives for workers, high labor turnover, absenteeism, inadequate human resource development, restrictive labor regulations, repression of the right to organize, denial of legal entitlements, low investment in technology, low productivity, poor "patient satisfaction", strained employee- employer relationship and a last minute rush for shipments are factors identified as weaknesses in the hospital industry.

II REVIEW OF LITERATURE

A. ORGANIZATIONAL COMMITMENT:

The present available literature reveals that, Commitment has evolved as a wide range of 'types' (e.g. engagement, attachment, commitment, involvement) within a wide spectrum of foci (e.g. work, job, career, profession/ occupation, organisation, union), while studies on commitment varied between the categories of behavioural, attitudinal and motivational within three broad research streams through sociological, industrial/organisational psychology and health psychology [1]. Despite the lack of consensus on the various definitions, conceptualisations and measurements, a common theme is shared across all these deviations, namely that, Organizational commitment is psychological contact which governs the attitude and behaviour of an employee and characterize as the degree of loyalty, obligation and attachment towards an organization and its goals. It is different from other forms of commitment such as work ethic endorsement, career commitment, job involvement, and union

commitment which focused on value, career, job, and union, respectively. Moreover, organizational commitment appears to develop slowly but consistently over time as employees think about their relationship with the organization [2]. This type of commitment is less affected by day-to-day events in the workplace [3].

We identified variations in the definition of commitment among the studies. The mere number of different definitions sheds light on the fact that no real consensus exists regarding the very construct of commitment. Hall[4] remarked that better abandon the term altogether and deal instead with set of concepts. Hence commitment can be considered as a multidimensional concept. So therefore, this study based on the affective, normative and continuance commitment.

B. AFFECTIVE COMMITMENT is the extent to which employees are involved with and have attached emotionally to their organizations because they identify with the goals and values of their organizations [5] and results as the affective bond an individual feels toward the organization, characterized by identification and involvement with the organization as well as enjoyment in being a member of the organization [6]. Individuals with a high level of affective commitment continue to work for an organization because they *want to* (Meyer and Allen, [7]).

C. NORMATIVE COMMITMENT:

Buchko et al.,[8] defined normative commitment as an obligation to remain with an organization. It may be the consequent of an internalized norm, developed by the

person prior to joining the organization through the values inherent or other socialization processes, that one should be loyal to one's organization. It is based upon generally accepted rules about reciprocal obligations between organisations and their employees. Reciprocity is a mechanism underlying commitment yet contingent.

D. CONTINUOUS COMMITMENT:

Continuance commitment is the perceived costs to the employee of leaving the organisation, and may include the loss of benefits or seniority status within the organisation (Allen and Meyer[7]). Employees with strong continuance commitment stay with the organisation out of self-interest [9]. Continuance commitment is an attachment to an organization based on an employee's awareness of the costs associated with discontinuing membership[10]. It is inertia of an employee to retain or towards the organizational membership and this inertia has mainly two antecedents: investments (perceived sacrifice) and lack of alternatives. Remaining with an organization tends to result from the accumulation of side bets (investments) an individual has made in the organization which would be lost if the individual discontinued membership in the organization.

E. JOB SATISFACTION: Job satisfaction can be defined as an individual's total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organisation (Ivancevich & Matteson) and [11] (Spector) [12]. A person with high

job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job[13]. According to Rothmann[14] job satisfaction among employees is an indicator of organisational effectiveness, and it is influenced by organisational and personal factors. Most employers realise that the optimal functioning of their organisation depends in part on the level of job satisfaction of employees, hence the emergence of the statement, "Happy employees are productive employees" (Saari)[15]. For performance to be optimal, an employee's full potential is needed at all levels in organisations; this emphasises the importance of employee job satisfaction.[14]

F: LINK BETWEEN JOB SATISFACTION AND ORGANISATION COMMITMENT

Strong positive relationships have been observed between organisational commitment and desirable work outcomes such as performance, adaptability and job satisfaction (Mowday, Porter & Dubin) [16]. Research results indicate that satisfied employees tend to be committed to an organisation, and employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time, perform well and engage in behaviours helpful to the organisation [17]. According to Kotze [18], a strong correlation has been empirically established between job satisfaction, employee commitment and retention. Organisational commitment is most probably affected by factors such as type and variety of work, the autonomy involved

in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company[19]. The study of Adnan [20] shows that the correlation results show the high association of performance appraisal system with career development and management, which indicates that if employees are promoted on the basis of performance, then it increases job satisfaction. Secondly, communication is also found highly correlated with job satisfaction and job commitment, pertaining that open flow of communication not only provides satisfaction but also confer a sense of loyalty to and identification with the organization. Thirdly, job satisfaction was found most significantly related with job commitment in this study and in the study of Aksarayli[21] Job satisfaction and Organizational commitment of hotel managers in Turkey, the findings indicate that extrinsic, intrinsic and general job satisfactions have a significant effect on normative commitment and affective commitment. In addition, the findings suggest that the dimensions of job satisfaction do not have a significant effect on continuance commitment among the managers of large-scale hotels. When the characteristics of the sample are regarded, age, income level, and education have a significant relationship with extrinsic job satisfaction whereas income level indirectly affects affective commitment. Several studies are done on the area of job satisfaction in software industry. Several researchers have reported mixed findings on the relationship between job satisfaction and

organizational commitment. For instance, Curry et al.1986 found no significant relationship between the two. However, other researchers Mannheim and [22] Salami [23] (Many studies use different facets of job satisfaction to predict organizational commitment Freund[24] and Dienhart [25].

III: RESEARCH METHODOLOGY

A: OBJECTIVE OF THE PRESENT STUDY

- To assess the level of J S and organizational commitment in private and public hospitals.
- To estimate the relationship between J S and organizational commitment.
- To investigate the organizational commitment with predictive variables of J S

B.HYPOTHESIS

H₁: There is positive relationship between J S and organizational commitment.

H₂: There is positive relationship between JS and affective commitment.

H₃: There is positive relationship between JS and normative commitment.

H₄: There is positive relationship between JS and continuous commitment.

C: METHODOLOGY

Pearson correlations coefficients (r) were conducted to determine whether a relationship exists between the dependent variable organizational commitment and the independent variable JS. In addition, a

A questionnaire method was used for data collection using standardized measurement tools. Organizational commitment were measured by Mayer and Allen (1990) instrument ($\alpha = 0.805$). Job Satisfaction was

IV: RESEARCH FINDINGS

Data was analysed using SPSS 20, In order Parametric tests such as Pearson correlation coefficient and step-wise regression were calculated to analyse the data, and table shows the correlation between job satisfaction and organizational commitment among the nurses. J S has significant positive correlations with affective (r = .145,

multiple regression analysis was conducted to evaluate the predictive values JS on organizational commitment. All analyses were conducted at the 0.001 and 0.005 significance level.

measured using the job satisfaction survey scale as defined in Spector (1985). The scale showed good reliability ($\alpha = 0.713$). Responses were measured on a 5-point agreement-disagreement scale.

to assess the level of J S and organizational commitment of nurses working in private and public hospitals across the valley. $<.005$), normative (r = .203, $<.001$), and continuous commitment (r = .345, $<.001$), and total score of organizational commitment (r = .304, $<.001$). Therefore all the four hypotheses H₁, H₂, H₃ and H₄ were accepted.

TABLE 1 SHOWS CORRELATIONS COEFFICIENTS

		Commitment	affective commitment	normative commitment	Continuous commitment	QWL
Commitment	Pearson Correlation	1				
Affective commitment	Pearson Correlation	.510**	1			
Normative commitment	Pearson Correlation	.811**	.109	1		
Continuous commitment	Pearson Correlation	.619**	.308**	.179**	1	
Job satisfaction	Pearson Correlation	.304**	.145*	.203**	.345**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The coefficient of determination (r^2) is 0.337, which means that 34% of the variation in commitment (dependent variable) is considered as being associated with the variation in the J S (independent variable). It also signifies that there are other factors, which contribute to commitment in addition to J S. Social pressure of the nurses which influences the level of commitment could be one such factor.

TABLE 2. MODEL SUMMARY

Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate
1	.614	.377	.351	.31

The model analysis included the independent variable J S and dependent variable organizational commitment. The linear combination of the independent variable was significantly related to the dependent variable (J S), $R^2 = 0.614$, adjusted $R^2 = .377$, $F = 14.48$ ($p = 0.000$) (Table 2). An estimated 38% of variance of the predictive variable index can be accounted for by the linear combination of predictor, that is, J S and the dependent variable organizational Commitment.

V: DISCUSSION AND CONCLUSION:

This study examines the role of job satisfaction on organizational commitments. Analysis of the data related to this hypothesis shows that there's a significant relationship between job satisfaction and organizational commitment of the nurses

working in the private and public hospitals across the Kashmir valley. These findings highlight the critical roles of Components of job satisfaction in organizational commitments. Job satisfaction was found as significant predictors of organizational commitment. These finding are supported by earlier researcher who found that job satisfaction was a significant predictor of organizational commitment (Mannheim 1997, Busch 1998, The practical implication of the results is that nurses improve the level of job satisfaction and achieve a higher level of organizational commitments.

Furthermore, research suggests appropriate investments in job satisfaction can enhance organizational commitments. Findings of the study suggest that organizations should consider some factors that have been identified to have strong impact on organizational commitment and incorporate them in employees' development programs to improve their attitude in the workplace. Furthermore, the findings of this study can be of great help in designing polices for improving organizational commitment.

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