

THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON NURSES' PERFORMANCE

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Abstract

The purpose: The purpose of this study was to find the impact of organizational commitment and Job satisfaction on nurses' job performance.

Methodology: The study conducted at the hospital of Ibn al-Athir and employed a quantitative method by structured questionnaires to collect the data. 200 questionnaires were distributed randomly and only 108 valid surveys likewise; the valid questionnaires have been analyzed by SPSS to exam the impact of organizational commitment and job satisfaction on job performance.

Findings: the results indicated there is a positive and significant impact of Job satisfaction on nurses' performance. However, the three components of organizational commitment, Affective Commitment, Continuance Commitment, and Normative Commitment have a positive and significant impact on nurse's performance. The findings of this research indicate that employees' job satisfaction and organizational commitment components play a critical role in nurses' performance.

Implications: of this study to enrich the body of literature in the context of Iraq, which is suffering from a lack of studies related to nurses' performance.

Novelty: the study provided useful and valuable recommendations to hospitals to increase nurse performance in the context of Iraq.

Keywords: Job performance, Job satisfaction, Organizational Commitment, Nurse, Affective Commitment.

INTRODUCTION

Job performance (JP) relates to employee behaviors and results associated with organizational objectives (Viswesvaran & Ones, 2000). However, High job satisfaction levels could lead to a high level of organizational commitment (OC) which also contributes to better job performance (Jackofsky, 1984). OC has been related to individuals' outcomes included job performance (Kim, Shin, Vough, Hewlin, & Vandenberghe, 2018; Nassar, 2018), turnover and absenteeism (Karatepe & Uludag, 2007; Nassar, 2018) and organizational citizenship (Allen & Meyer, 2000; Nassar, 2018). However, OC is a useful indicator of whether corporate and worker objectives can be fostered by HRM procedures in an organization (Nassar, 2018). Human resources are critical to organizational efficiency because they have a major impact on promoting competitive organizational benefits through teams of engaged staff (Musabah, Al, Mohamad, & Affairs, 2017). The literature that exists (Riketta, 2002) suggest staff with high OC could lead to employee willing to make substantial efforts on behalf of the organization. Empirically several studies confirmed the positive and significant impact of OC toward JP. Job satisfaction (JS) is an adverse and positive outlook for a work-related person (Hazriyanto & Ibrahim, 2019). JS is able to have an impact on an individual's performance, organization which has a high level of employees JS will be able to gain a high level of performance form them if compared to Organizations with staff who are less satisfied with their employment (Jameel & Ahmad, 2019a). Most of the previous studies focused on Affective Organizational Commitment toward job performance (Khalid, Khaleel, Ali, & Islam, 2018; Kim et al., 2018; Sungu, Weng, & Xu, 2019) while organizational commitment consists of the other two dimensions. There is a lack of study conducted in Iraq setting, which examines the impact of OC and JS toward JP among hospital nurses. Meanwhile, most of the previous studies examined the JS among nurses with absenteeism (Siu, 2002), burnout (McHugh et al., 2011), turnover (Blaauw et al., 2013), leadership (Ahmad, Adi, Md Noor, Rahman, & Yushuang, 2013) and limited studies examined the impact of JS on JP, particularly in Iraqi setting. However, the extensive lack of nursing and high nursing turnover was a worldwide problem (Hudspeth, 2013; Lu, Barriball, Zhang, & While, 2012). The estimated shortage of workers in the healthcare sector reaches 12.9 million in 2035 (World Health Organization). according to (McMullin & Cooke, 2004) nurses are the biggest group of health employees in hospitals. The shortage is acute in developed and developing countries (Balogh-Robinson, 2012; MacLean et al., 2014). According to (Dinc, Kuzey, & Steta, 2018) nursing shortage occurs in developing countries due to nursing left the countries and looking to better opportunities. Iraq considered as a developing country and not far about the issues facing the nurses' shortage. Due to the three wars and the internal conflicts in the Iraqi setting caused the compounded problems nursing in this country (Garfield, Dresden, & Boyle, 2003; Garfield & McCarthy, 2005). However, an Iraqi nurse's population suffering from a shortage, especially after foreign left the country due to the Iraqi security situation (Garfield & McCarthy, 2005; Jameel, 2018 A). Furthermore, Iraqi healthcare facilities suffering severely damaged

due to the battles with militant groups. Another issue facing the Iraqis Patients is the uneven hospitals' distribution which caused some difficulties to access to these hospitals ([Al-Bayan Center for Planning and Studies, 2018](#)). Meanwhile, during the United States invasion to Iraq in 2003 Iraqi healthcare sector faced other problem that 12% of hospitals in Iraq has been destroyed ([Irfad, 2014](#)). The civil disorder pushed a considerable number of health professionals to leave the country and the numbers estimated 50% of staff looking to other job opportunities out of the country ([Al-Bayan Center for Planning and Studies, 2018](#)). In 2014 during the new battles with militant groups caused to a new wave of brain drain ([Al-Bayan Center for Planning and Studies, 2018](#)), but not only because of the conflicts caused brain drain, but there are also other reasons caused that such as corruption and lack of opportunities for Iraqi practitioners due to corruption and general lawlessness ([The Washington Post, 2015](#); [Jameel, 2018b](#)). Our study conducted in Nineveh Governorate city of Mosul, hospital of Ibn al-Athir Teaching Hospital.

PURPOSE OF THE STUDY

The purpose of this study to investigate the impact of OC and JS on JP among nurses in the context of Iraq at Ibn al-Athir Teaching Hospital.

LITERATURE REVIEW

Organizational Commitment

OC involves organizational members volunteering with the organization as an attitude ([Robbins & Judge, 2009](#)). ([Meyer & Allen, 1997](#)). Defined OC as a psychological association between an institution and its employees. Similarly, ([Scholl, 1981](#)) describes it as an attribute that keeps organizational employees working hard even when their organizational expectations are not fulfilled or when they perceive a lack of fairness in the outcomes of their evaluations. OC can be a willingness to remain in an organization on the basis of private interests and an engagement to organizational objectives and values ([Meyer & Allen, 1997](#)). There are several models that could explain the elements of OC, ([Meyer & Allen, 1991](#)) suggested three elements of OC namely;

Affective Commitment (AFC) refers to is the individual's emotional engagement and participation, recognition with, the organization. Usually employees with high AFC more willing to continue working with the same organization due to they want ([Hoque, 1999](#)), and because they think that the organization's employment is consistent with its objectives and values ([Harter, Schmidt, & Hayes, 2002](#)). However, organizations can enhance affective commitment by creating a strong relationship with employees ([Nassar, 2018](#)). Individual and organizational objectives should be consistent ([Huselid & Becker, 1996](#)).

Continuance Commitment (COC): depend on employees' realization of the cost and benefits of departure from the organization. Employees are aware of the cost, hazards and the financial advantages of staying or leaving the organization ([Nassar, 2018](#)), individuals may be showing continuance commitment not because they are consistent with the value and objectives of the organization but due to they are receiving a positive extrinsic such as Pay and retirement advantages ([Huselid & Becker, 1996](#)). This is often the weakest undertaking, mainly where many alternative managers available, and they are able to provide the same external incentives ([Huselid & Becker, 1996](#)).

Normative Commitment (NOC): refers to the feeling of employees to continue working in an organization. Individuals continue with their organization due they expect this is the correct thing has to do it ([Nassar, 2018](#)). It is morally right to stay there despite any absence of satisfaction ([Worsfold, 1999](#)). NOC is influenced by the views of the worker about accepted reciprocity standards between a worker and their employer ([Nassar, 2018](#)).

Job Performance

Employee performance is a critical factor in organizations ' success ([Gunapalan & Ekanayake, 2019](#)). JP defined as the quality and quantity of work done by people and groups after performing a task ([Schermerhorn, 1989](#)).

JP refers to the outcome of any organizational activity over a specified duration ([Islam, Othman, Osman, & Raihan, 2019](#)). The competitive in Health environment today, hospitals need extremely performing staff to accomplish their objectives and competitive advantage. However, the ability of performance is to increase the effectiveness and efficiency of organizations ([Jameel & Ahmed, 2019a](#)). ([Santos, Reis Neto, & Verwaal, 2018](#)) described JP as the capacity of a person to perform activities that contribute to the growth of the technical core of the organization. Meanwhile, Performance is a phase where particular work is accomplished ([Simanjuntak, 2011](#)). It implies job performance is a phase of achievement as an accomplishment of the organization's job by a person. According to ([Simanjuntak, 2011](#)), job performance extremely impacted by the three major elements: organizational support, skills or efficiency of leadership and job performance of each employee who works at the organization.

Job Satisfaction

JS is a multidimensional notion that relates to the job-related attitudes of staff and their level of satisfaction with their position. Employment satisfaction is strongly linked to the beliefs of staff ([Schneider, 1985](#); [Jameel & Ahmed, 2019b](#)).

It is, in reality, one of the essential attitudes of staff ([Newstrom,2010](#)) and is, therefore, an essential subject of HRM ([Robbins & Judge, 2009](#)). ([Newstrom,2010](#)). Defined JS as a Positive feeling and efficacious approach to one's job, which can be assessed by different variables. It is also described as the emotional reaction of staff to different elements of their work ([Kinicki& Fugate, 2012](#)). JS refers to that employee's feelings toward their job and could be this feeling positive or negative ([Dinc et al., 2018](#)). However, ([Kirkman & Shapiro, 2001](#)) described JS relates to the extent to which their work satisfies them. Meanwhile, ([Smith, Kendall, and Hulin1969](#)) suggested that JS could include the aspect of satisfaction such as financial matters (pay), Bonuses and promotions.

HYPOTHESES DEVELOPMENT

Organizational Commitment and Job Performance

OC has been confirmed as the main element in explaining job performance and employee involvement ([Akdere, 2009](#); [Top &Gider, 2013](#)). however, OC was associated with empirically and theoretically with job performance ([Meyer & Allen, 1997](#)). Meanwhile, to achieve the organizational goals, managers should notify the desired performance from employees ([Cascio 2006](#)). Because nurses ' performance is straight linked to hospital quality of performance, hospital administrators have been looking for methods to improve their nurses ' quality ([Dinc et al., 2018](#)). Several studies confirmed the strong impact and relationship between OC and JP ([Kock & Moqbel, 2019](#); [Musabah et al., 2017](#)). According to ([Riketta, 2002](#))found in a meta-analysis study a sample from nurses studies, there is a significant positive relationship between AFC and JP. the same result reported by ([Khan, Ziauddin, Jam, and Ramay2010](#)) there is positive and significant relation between OC dimensions and JP, in addition, they reported the normative commitment highly impact on JP than other OC dimensions. Other meta-analysis conducted by ([Meyer, Stanley, Herscovitch, & Topolnytsky, 2002](#)) reported two dimensions of OC namely; normative commitment and affective commitment has a positive correlation to JP, while a negative correlation with continuance commitment.

H₁: Affective Commitment has a positive and significant effect on Job Performance among Nurses.

H₂: Continuance Commitment has a positive and significant effect on Job Performance among Nurses.

H₃: Normative Commitment has a positive and significant effect on Job Performance among Nurses.

Job Satisfaction and Job Performance

The individuals who obtain a good level of job satisfaction tend to provide higher performance to their organizations if compared to other organizations individuals who are facing low job satisfaction. Meanwhile, according to ([McCausland, Pouliakas, & Theodossiou, 2005](#)). It has been shown that job satisfaction could improve employee performance and that efficiency has a beneficial impact on job satisfaction. In addition, elevated JS can increase staff productivity based on quality([Ahmad & Jameel,2018](#)). Past studies indicated that JS has a positive and significant impact on JP among nurses ([Al-Ahmadi, 2009](#); [Nabirye, Brown, Pryor, & Maples, 2011](#)). In the study Performed in Uganda among hospitals, nurses showed JS has significant predictors on JP ([Nabirye et al., 2011](#)). Another study conducted by ([Dinc et al., 2018](#)) in Bosnia and Herzegovina hospitals, the result indicated that JS has a strong impact on JP of nurses ([Dinc et al., 2018](#)).

H₄: Job Satisfaction has a positive and significant effect on Job Performance among Nurses.

METHODOLOGY

The participants in this study were the nurses in Ibn al-Athir Teaching Hospital for Children. The study employed a quantitative method and used a survey strategy to collect the data by the structured questionnaires the population of this study 200 nurses in the hospital and127 only returned; however, 108 questionnaires were valid to analysis. However, the questionnaires were randomly distributed in the hospital by self-administrative, the questionnaire close-ended questions. It used 5-point Likert scales 1 = strongly agree, and 5 = strongly disagree. Table (1) describes the number of items for each variable with the source.

DATA ANALYSIS

Data were analyzed by SPSS (V23), to exam the reliability was measured by Cronbach's alpha and factor loading to exam the Validity. Pearson's correlations analysis was used to find the relationship between the Independent Variable (IV): JS, AFC, COC, NOC, and dependent variable (DV) Job performance. Finally, regression analysis was used to find the impact of IV on DV. In the next section, the findings will be provided.

RESULTS

Reliability and Validity

According to ([Kline, 2010](#))the Cronbach Alpha average < .50 Not reliable, .70 Adequate, .80 Very good and .90 Excellent. Table (1) describes The Cronbach Alpha of the current study between .951 and .873 the results indicated all variables have a reliable score and achieved and fulfill the rule. However, according to ([Hair, Black, Babin, & Anderson, 2009](#)) factor loadings should be ($\geq .5$) and high factor loading reflects high convergent. Table (1) shown factor loadings for OC components, JS and JP greater than 0.5 thresholds. Results indicated all constructs are achieved the convergent validity.

Table 1: Factor Loading, Cronbach's Alpha and References

Variables	Number of items	Factor Loading	Cronbach's Alpha	References
JP	JP1	.684	.873	(Kock&Moqbel, 2019;Musah et al., 2016)
	JP2	.751		
	JP3	.805		
	JP4	.756		
	JP5	.785		
	JP6	.827		
	JP7	.657		
JS	JS1	.884	.925	(Kock&Moqbel, 2019;Lambert et al., 2007)
	JS2	.896		
	JS3	.919		
	JS4	.883		
	JS5	.724		
	JS6	.801		
AFC	AFC1	.878	.951	(Kock&Moqbel, 2019; Moon et al., 2014)
	AFC2	.852		
	AFC3	.850		
	AFC4	.930		
	AFC5	.868		
	AFC6	.902		
	AFC7	.872		
COC	COC1	.793	.891	(Jin, 2016;Lambert et al., 2007)
	COC2	.884		
	COC3	.842		
	COC4	.779		
	COC5	.791		
	COC6	.745		
NOC	NOC1	.924	.932	(Jin,2016 ;Crow et al., 2012)
	NOC2	.918		
	NOC3	.857		
	NOC4	.885		
	NOC5	.804		
	NOC6	.802		

Correlations

Table (2) shows the standard deviations, means and Pearson's correlation for the study variables. The results of correlation indicate the relationship between variables exists. A positive and significant relationship was found between JS and nurses performance in hospital ($r=.544 < 0.01$) however, there is a positive and significant relationship between all the three dimensions of organizational commitment (AFC, COC, NOC) and job performance of nurses in hospital ($r=.603, r=.666$ and $.522$ respectively) at level 0.01. Meanwhile, the highest correlation reported between AFC and Job performance of nurses. This means that Job performance indicates a substantial rise when AFC improves.

Table 2: Correlations matrix

Variables	JS	AFC	COC	NOC	JP
JS	1	.426**	.274**	.337**	.544**
AFC		1	.512**	.378**	.603**
COC			1	.602**	.566**
NOC				1	.522**
JP					1

** . Correlation is significant at the 0.01 level (2-tailed). N108

Regression Analysis

The purpose of Regression analysis to find the impact of IV on DV, Table (3) illustrate the results of hypotheses testing and showed there is a positive and significant impact of JS on JP of nurses with the p-value.00 < 0.05 first hypothesis H1 accepted. Same findings found by (Al-Ahmadi, 2009) which has been reported JS has a positive and significant impact on JP among nurses. The second hypothesis showed there is a positive and significant impact of AFC on nurses' performance with (p-value .00 <0.05) H2 accepted. Same finding reported by (Musabah et al., 2017). The impact of COC on job performance among hospital nurses showed positive and significant impact with (p-value 0.01 <0.05) H3 accepted. Same finding reported by (Musabah et al., 2017). Finally, the impact of NOC on job performance showed positive and significant (p-value <0.05) the fourth hypothesis accepted. Same finding reported by (Musabah et al., 2017). The determination coefficient ,(Chin, 1998)categorized R² as 0.67 (substantial), 0.33 (moderate) and 0.19 (weak) for endogenous latent factors. R² measures the proportion of variation in the dependent variable explained by the independent variables. The R² equation shows that the model can explain 56% of the variance (R²=.559).

Table 3: Hypothesis Test

Hypotheses	Beta	P-value	Sig.	Remark
H1. JSJP →	.298	.000	< 0.05	Supported
H2. AFCJP →	.294	.000	< 0.05	Supported
H3. COCJP →	.231	.011	< 0.05	Supported
H4 NOCJP →	.171	.044	<0.05	Supported

R=.748. R² =.559. N=177.JS: Job Satisfaction; JP: Job Performance; AFC: Affective Commitment; COC: Continuance Commitment; NOC: Normative Commitment.

DISSUASION

The purpose of this study to examine the impact of OC components and JS on job performance among nurses at Ibn al-Athir Teaching Hospital, this purpose has been achieved. components have a positive impact on JP the current study findings have consisted of previous studies (Kock & Moqbel, 2019; Musabah et al., 2017). It indicates if the nurses have high beliefs, and support the current value by the hospital, have the readiness to provide much effort for the hospital, and working with a high level of commitment, Then the accomplished job outcome will improve. The accomplishment of nurses' performance output Identified by the hospital where nurse's job characterized by skills, A mixture of effort and the nature of working circumstances is the component that represents better efficiency for staff. A good job outcome will be achieved when the nurses have a high commitment to the hospital and psychological affinity to the hospital. On the other hand, employees or nurse with a low level of OC tends to appear less care to achieve the work goals. This shows that all the elements of OC arose as the contributing factor and play important roles in improving the efficiency of the nurse's job. This finding also indicates that aspects of OC such as AFC, NOC, and COC are key factors for achieving strong job performance. This Illustrated that any increase in nurses AFC, COC and NOC would lead to enhancing their performance in hospitals. An AFC relates to nurses who are continually working with their hospital because they want to do so, therefore, do their utmost to make additional attempts when preparing for the future of their hospitals.JS has a positive and significant impact on nurses job performance, the current study findings consisted with previous studies (Nabirye et al., 2011). JS able to enhance job satisfaction among nurses in the hospital, the hospital administration should pay more attention to job satisfaction to improve the performance and reach a high level of performance which providing better service to patients. The hospital can enhance the nurses' performance through JS by provide a good salary, enhance the promotion system, provide better work conditions. Nurses satisfied with their employment are considered to be able to perform at a higher level. Nurses ' efficiency is essential for hospitals. It is critical that hospitals are able to increase the efficiency of their nurses. The findings of this research indicate that employees JS and OC components play a critical role in the hospital's job performance.

CONCLUSION

Job satisfaction and organizational commitment play a vital role to increase the performance of nurses according to our results. The hospital could improve the performance of the nurses by JS by giving them good salaries, improving the promotion process, improving working conditions. Nurses satisfied with their work are willing to perform at a high level of their job at the hospital. The efficacy of nurses is essential for hospitals. It is critical for hospitals to be able to increase their nurses ' efficiency. The findings of this research indicate that employees JS and OC components play a crucial role in the hospital's job performance.

IMPLICATIONS

The theoretical implications of this study to enrich the body of literature in the Iraqi context, which is suffering from a lack of studies related to JS, OC, and JP among nurses. Meanwhile, provide good knowledge to hospitals administration about these factors and how to increase nurse's performance. Most of the previous study pay more attention to effective commitment and neglected the other two dimensions of OC, this study examines all the three components of OC and most

of the previous studies examined the relationship whether between OC components and JP or JS and OC components and this study examined the relationship and the impact IV to DV.

JS and JP's other contribution of this study several studies focus on examining JS among nurses with absenteeism (Siu, 2002), burnout (McHugh et al., 2011), turnover (Blaauw et al., 2013). Little study has concentrated on job satisfaction among nurses' performance, particularly in the Iraqi setting.

LIMITATIONS AND FUTURE STUDY

The limitation of this study could be the small sample size, and the bigger sample could be more accurate to describe the impact between IV and DV. However, I can't generalize the result to all Iraqi hospitals because the study conducted at one hospital. A future study could be conducted in more than one hospital with a bigger sample size.

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