



Work Commitment and Satisfaction of Nurses: A Review

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ABSTRACT

Job satisfaction is important from the perspective of maintaining employees within the organization. High job satisfaction effectively leads to the improved organizational productivity, decreased employee turnover, and reduced job stress in modern organizations. This review aims to explore the results of the current issues in employee commitment and satisfaction based on published literatures and research data.

Keywords: Work Commitment, Job Satisfaction, Nurses, Organizational Commitment

Introduction

The highest quality of care is achieved when the nursing team is thoroughly satisfied with their jobs (Hu *et al.*, 2022). In contrast, job dissatisfaction, like burnout, leads to high turnover rates and may also have negative impacts on the individual such as lower work commitments. Commitment also means being committed to the job role. Individual needs should be considered to promote work commitment and job satisfaction (Emory *et al.*, 2022). Job satisfaction is an important factor in health care settings. Nurse job satisfaction influences the organizational success and quality of health care. However, the lack of job satisfaction in the long term disrupts the organization and causes rebellion, absenteeism, and reduced sense of responsibility and commitment of nurses (Hu *et al.*, 2022). Also, dissatisfaction with job leads to low work commitment, medical and nursing errors, and other undesirable functioning (Taylor-Clark, *et al.*, 2022). Nurses employed in the hospital, especially in the ICU, struggle with different issues such as, job features, workload, high level of physical, mental, and emotional stress in the workplace which may affect their job satisfaction, and they are mostly dissatisfied with their job (Akinoyemi, George, & Ogundele, 2022).

Job satisfaction has become a critical issue for healthcare organizations around the world. In the nursing profession, job satisfaction plays a vital role in the provision of healthcare (Bagnasco *et al.*, (2022). The level of work commitment of healthcare workers, including nurses, is closely connected to the productivity and quality of care provided by healthcare institutions. In Spain, work commitment of nurses is positively predicted by self-efficacy and job satisfaction. In Canada and Spain stress related to residents' work commitment was negatively associated with job satisfaction. Stress related to family conflict issues moderated the positive association of work commitment and job satisfaction differently in each location (McGilton *et al.*, 2022). In Korea, the prolonged coronavirus disease 2019 (COVID-19) pandemic has caused an overload of work for nurses and resulted in high levels of stress which reduces their work commitment and job satisfaction (Hwang, 2022).

In the Philippines, nurses comprise the largest group of health professionals, and job dissatisfaction remains a challenge to the labor force and healthcare system (Adajar, De Torres, & Tuazon, 2022). Due to the high amount of human contact in the nursing profession, moral discomfort and professional stress are unavoidable challenges for nurses which sometimes reduces the commitment to work. Those who keep working despite these problems, however, have to deal with stress, burnout, and dissatisfaction (Radoc-Samson *et al.*, 2022). Nurses' job satisfaction is influenced by their highest educational attainment, and monthly income. Job satisfaction has no bearing on nursing quality care, but further research is needed to confirm this assumption but it does influence the work commitment of nurses (Abella, 2022).

Despite the vast literature on the relationship between work commitment and job satisfaction in occupational psychology, only few studies are conducted among nurses. Thus, this review will reveal literatures related to the work commitment and job satisfaction among nurses mostly in the context of American, Asian and European countries.

Methodology

The data and set of information were derived through various researches conducted and published on databases including Research Gate, Google scholar, Journals Online, Society for Human Resources. Articles and journals on employee commitment and satisfaction have been referred to as search terms from January 2, 2022 to February 6, 2023. The data available were understood to identify the current scenario of job commitment and job satisfaction of an individual, in order to understand the interrelationship of the variables.

Literature Review

Work Commitment

Work commitment refers to the willingness of workers to devote energy and loyalty to an organization. According to Ridwan, Mulyani, & Ali (2020), work commitment affects employee performance. Similarly, organizational commitment becomes highly important because it reduces employee turnover (Ampofo, & Karatepe, 2022). Highly committed employees work efficiently than less committed employees with more job satisfaction. Mihardjo et al., 2020 said that human resources practices such as human capital, training and rewards influence work commitment of employees. In fact, Abdullah, Huang, Sarfraz, Ivascu, & Riaz (2021) found that work commitment influences the job performance of nurses.

Also, Cherif (2020) averred that work commitment is a predictor of job satisfaction while others say that job satisfaction is a predictor of work commitment. Either way strong relationship between organizational commitment and job satisfaction cannot be ignored. Greater work commitment was positively related to sociodemographic variables, such as age and nationality, and the only positive predictor of overall work commitment was age. This entails that enhancing work commitment of nurses is possible by developing strategies to recruit, attract, and retain committed nurses. (Al-Haroon & Al-Qahtani, 2020)

Additionally, work commitment can be enhanced by means of improved compensation, job security, and feedback (Filimonau, Derqui, & Matute, 2020). However, part-time workers are less committed to and satisfied with their jobs than full-time workers. Allan, Kim, Liu, & Deeme (2020) highlights the relation between part-time work and commitment, the roles of financial and experiential deprivation, the importance of qualifying employment statuses on a continuum, and potential targets of intervention for medical professionals. However, work commitment cannot be generated overnight (Shabir, & Gani, 2020). Employees must stay at a considerable length of time in organization then only commitment will start generating in their mind.

In a general sense, work commitment is the feeling of responsibility that an employee has towards the mission of the organization (Afsar, et al., 2020). Sun (2019) also cited that employees with high commitment produce favorable results for the organization. Consequently, work commitment is affected by the job nature. According to Grego-Planer (2019), commitment is one of the antecedents of organizational citizenship behavior because when an employee feels that he/she is a citizen of his/her organization, like a citizen of a state, voluntarily undertakes actions that benefit not only his/her colleagues, but also the organization as a whole. This commitment led to job satisfaction. In addition to engagement, social identity is very close to commitment. This only means that job satisfaction is a predictor of work commitment (Jawaad, Amir, Bashir, & Hasan, 2019).

Broadly speaking, employees who are committed to their work generally feel a connection with their organization, feel that they fit in, and feel they understand the organization's goals (Al-Jabari, & Ghazzawi, 2019). Committed employees are more determined in their work, more productive, and proactive. After all, organizational commitment plays a fundamental part in determining employee retention and achieving the organization's goal. Organizational commitment resulted in more positive outcomes and promotes job satisfaction (Arasanmi, & Krishna, 2019). In the Tehranineshat, Torabizadeh, & Bijani (2020) cross-sectional study among 400 nurses from various wards of hospitals in the south-east of Iran, it is revealed that nurses' professional values and ethical climate at work can help increase their commitment, compassion satisfaction and lessening burnout and work-related stress.

Conversely, work commitment is a complex and a multi-faceted construct and can take different forms (Dharani, 2020). Work commitment has been defined as the relative importance between work and one's self-group. However, commitment affects all organizations at some level and enables companies to evaluate issues like turnover during times of varying economic stability (Eliyana, & Ma'arif, 2019). Zhang, & Li (2020) examine the influence of job crafting, job satisfaction, and work engagement on work commitment of nurses. Result shows that work engagement and job satisfaction partially mediated the work commitment relationship. These findings suggest that the turnover intention of employees could be reduced through generating job-crafting behaviors, and by improving job satisfaction and work commitment.

If a work commitment is determined, it helps predict employee engagement, leadership distribution, job performance, job insecurity, and similar attributes (Alshaabani, Hamza, & Rudnák, 2021). An employee's level of commitment towards his/her work is important to know from a management's point of view (Mazumder, Das, & Das, 2020). So, management needs to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organization's satisfaction (Cao et al., 2019). Mousazadeh et al. (2019) underscored that nurse shortage is a critical problem for global healthcare services. It impacts the quality of clinical care. Work commitment and engagement are the core competence of hospitals, which indicates employee's positive attitude toward organization and work.

The work commitment of nurses improves the health and wellbeing of people. In a study undertaken by Levine, Carmody, & Silk (2020) on the influence of work commitment on speaking up medical errors shows that nurses in the hospital perceive and understand both the benefits and barriers to reporting medical errors. Commonly reported benefits include patient safety, promoting education and awareness, and the improvement of internal processes or systems. This is possible through nurse's work commitment. However, Ten Hoeve, Brouwer, & Kunnen (2020) found that lack of support from colleagues, negative experiences with patients and confrontations with existential events negatively affect the commitment of nurses. In addition, organizational stressors to work commitment include complexity of care, lack of control and work-life imbalance (Afsar, Umrani, & Khan, 2019).

Accordingly, work commitment predicts turnover, organizational citizenship behavior, and job performance (Shbail, & Shbail, 2020). Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment. In fact, there is interesting paradox in the modern workforce. Now it is even more important than before for the organizations to have committed workplace to gain competitive advantage but still they conduct many processes, like downsizing and mergers, which

have the possibility to decrease commitment (Eldor, 2020). Work commitment of employees has been found that during economic crisis, staffs become less devoted to organizations (Girdwichai, & Sriviboon, 2020). This connotes that when the work environment is very apprehensive, it reduces employee loyalty and commitment. In other words, a toxic environment reduces work commitment and engagement (Rasool et al., 2021).

Job Satisfaction

Job satisfaction is characterized as the degree to which a worker feels self- inspired, content and happy with his/her work. According to Soto-Rubio Giménez-Espert, & Prado-Gascó (2020), stress can negatively impact a nurse's mental and physical health due to psychosocial dangers that they are exposed to. Workplace burnout syndrome can result from ongoing stress (Bezliudnyi et al., 2019). So, job satisfaction, enhanced job commitment, and reduced burnout. This satisfaction happens when there is job security, professional development and an agreeable work life balance. Else, it will prompt occupation dissatisfaction according to (Bezliudnyi et al., 2019). Dissatisfaction will lead to worker turnover, less commitment and unfaithfulness. This situation will influence the association when workers are placated with their occupation particularly regarding pay, rewards and advantages (Moro et al., 2020).

Moreover, according to Ozdoba et al., 2022 among nursing staff, results showed that hospital ethical climate influences nursing staff job satisfaction. A study of Sariköse, & Göktepe (2022), was conducted with nurses who work primarily with older adults within and outside long-term care, including the percentage of time spent caring for patients aged over 60. A comparison of job satisfaction was also made between nurses working at least 75% of the time with older adults and nurses not working primarily with older adults revealed that they are more committed to their work.

The prolonged coronavirus disease 2019 (COVID-19) pandemic has caused an overload of work for nurses and high levels of stress. Improving the quality of work life may be a useful mediator for these demands. However, positive factors such as job satisfaction had stronger effects than negative factors. Thus, it would be necessary to seek strategies such as improving compensation for nurses, enhancing teamwork, or establishing a support system for managers, superiors, and colleagues to foster job satisfaction (Hwang, 2022).

Job satisfaction is considered one of the most important parameters in measuring the performance of the employees. Alanazi, & Yates (2022) identified the factors that lead to dissatisfaction among expat nurses working in the Saudi healthcare sector, and has used positivism philosophy. Different survey instruments were used to collect primary data for this study: The findings showed that getting a promotion and benefits were of the main cause of job dissatisfaction among the expat nurses due to the fact that they were not native to the country.

Sesen, & Ertan (2022) stressed that training has a positive impact on their job satisfaction and negative impact on workplace stress while workplace stress mediates the relationship between their perception of training and job satisfaction. The results indicate that while the motivation for training and support for training have an effect on job satisfaction, access to training and benefits for training do not yield any significant impact on it and workplace stress plays a mediating role. In essence, job satisfaction of nurses is affected with, job security, job responsibilities, working environment and community attachment.

Much nursing research has been carried out in the last decade to identify the phenomenon of job satisfaction and to understand the factors that contribute to improved overall working conditions. an individual's well-being relates strongly to his or her job satisfaction (Labrague, Al Sabei, Al Rawajfah, AbuAlRub, & Burney, 2022). Because nursing is a very stressful occupation, this may lead to job dissatisfaction. Therefore, it is important to assess the situation of nurses within an organization to identify the sources of dissatisfaction.

Job satisfaction is a vital issue in nursing and deserves to be studied further (Orgambidez, Almeida, & Borrego, 2022). However, the organization under consideration must explore the reason for job dissatisfaction as a means of improving the working environment (Kim, Oh, Lee, & Kim, 2022). The role of nurse managers is to understand the job satisfaction factors to reduce both turnover and costs.

Work Commitment and Job Satisfaction of Nurses

Karem, Mahmood, Jameel, & Ahmad (2019) conducted a study to find the impact of organizational commitment and Job satisfaction on nurses' job performance at the hospital of Ibn al-Athir. The findings of this research indicate that employees' job satisfaction and organizational commitment components play a critical role in nurses' performance.

Lei et al., 2022 conducted a study to determine the main factors that affect nurse practitioners' (NPs) job satisfaction, especially the relationship between work commitment in acute care practices. Results revealed that work commitment and individual consideration, are major factors that impact job satisfaction. Hence a significant positive relationship is found between the two variables. Similarly, Uslu Sahan, & Terzioglu (2022) found that organizational commitment and job satisfaction. Further, leadership practices by nurse managers need to show greater awareness of the effects of these leadership practices on the work commitment and job satisfaction of their staff nurses.

Finally, Han (2022) conducted a study to identify the effects of nursing work environment, job crafting and work commitment on nurses' job satisfaction perceived by nurses using a survey. Results that job satisfaction showed a significant positive correlation with the nursing work environment, job crafting and work commitment. Furthermore, job crafting and organizational commitment had a mediating effect on the relationship between the nursing work environment and job satisfaction. Thus, the impact of the nursing work environment on job satisfaction among hospital nurses was mediated by job crafting and work commitment.

Table 1. Summary of Literatures on Work Commitment and Job Satisfaction

Author, Year	Findings/ Outcomes
Ridwan, Mulyani, & Ali (2020)	Work commitment affects employee performance
Ampofo, & Karatepe (2022)	Organizational commitment becomes highly important because it reduces employee turnover
Mihardjo et al. (2020)	Human resources practices such as human capital, training and rewards influence work commitment of employees
Abdullah, Huang, Sarfraz, Ivascu, & Riaz (2021)	Work commitment influences the job performance of nurse
Cherif (2020)	Work commitment is a predictor of job satisfaction while others say that job satisfaction is a predictor of work commitment. Either way strong relationship between organizational commitment and job satisfaction cannot be ignored.
Al-Haroon & Al-Qahtani (2020)	Greater work commitment was positively related to sociodemographic variables, such as age and nationality
Filimonau, Derqui, & Matute (2020)	Work commitment can be enhanced by means of improved compensation, job security, and feedback
Shabir, & Gani (2020)	Employees must stay at a considerable length of time in organization then only commitment will start generating in their mind.
Jawaad, Amir, Bashir, & Hasan (2019)	Job satisfaction is a predictor of work commitment.
Tehranneshat, B., Torabizadeh, C., & Bijani, M. (2020)	Nurses' professional values and ethical climate at work can help increase their commitment, compassion satisfaction and lessening burnout and work-related stress
Zhang, & Li (2020)	Turnover intention of employees could be reduced through generating job-crafting behaviors, and by improving job satisfaction and work commitment
Ten Hoeve, Brouwer, & Kunnen (2020)	Found that lack of support from colleagues, negative experiences with patients and confrontations with existential events negatively affect the commitment of nurses
Shbail, & Shbail (2020)	Work commitment predicts turnover, organizational citizenship behavior, and job performance
Girdwachai, & Sriviboon (2020)	Work commitment of employees has been found that during economic crisis, staffs become less devoted to organizations
Rasool et al. (2021)	Toxic environment reduces work commitment and engagement
Moro, et al. (2020)	Dissatisfaction will lead to worker turnover, less commitment and unfaithfulness. This situation will influence the association when workers are placated with their occupation particularly regarding pay, rewards and advantages
Karem, Mahmood, Jameel, & Ahmad (2019)	Employees' job satisfaction and organizational commitment components play a critical role in nurses' performance
Lei et al. (2022)	Work commitment and individual consideration, are major factors that impact job satisfaction. Hence a significant positive relationship is found between the two variables

Conclusion

Employee engagement and retention are areas facing today's managers when it comes to managing their employees specially the Nurses. Although thousands of papers and research have been conducted on job satisfaction all over the world, healthcare is one of the least studied research fields. Work-life is one of the crucial parts of our everyday life which creates pressure if worker is not happy with his/her work. Due to the demanding and challenging nature of the job of the nurses, most of them are performing their jobs with professional capability and at times ignore the stress which affects their job and life. There is a need to see each individual institutional circumstance independently as far as occupation and individual related components. The outcomes demonstrate that work commitment and job satisfaction are interrelated to each other. Furthermore, the results of the studies are therefore great contribution in the healthcare field. Institutions can utilize these results to shape the employees' level of satisfaction as well as commitment.

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Conflict of Interest

No conflict of interest among authors.

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