

The Relationship between Job Satisfaction, Job Motivation, and Organizational Commitment in the Healthcare Workers: a Structural Equation Modeling Study

Lida Gholizade^{1*}, Irvan Masoudi², Mohammad Reza Maleki³, Afsoon Aeenparast⁴, Mehdi Barzegar⁵

¹ Islamic Azad University, Gachsaran Branch, Gachsaran, Iran ² Islamic Azad University, Sciences and Research Branch, Tehran Iran ³ School of Management and Medical Information Services, Tehran University of Medical Sciences, Tehran, Iran ⁴ Health Sciences Institute of Jihad University, Tehran, Iran ⁵ School of Health Care Services Management, Tehran University of Medical Sciences, Tehran, Iran

Abstract

Background and Objectives: Healthcare human resources management is a challenging and multi-faceted task. Study of the interrelation of various variables affecting the performance of the healthcare workers resources can provide insight into effective management of human resources in the health settings. Hence, this study aimed to explore the relationship between job satisfaction, job motivation and organizational commitment in the healthcare workers.

Methods: A sample of 250 healthcare workers was selected from the public hospitals of Boyerahmad Kohkiluyeh Province using cluster sampling method. Job satisfaction was measured by Spector's job survey, job motivation by Loudahel Kitchener's survey and organizational commitment by Allen and Meyer's survey. The relationship between the variables was explored by structural equations modeling.

Findings: Job satisfaction was found to be a significant predictor of job motivation and organizational commitment. In addition, job motivation significantly predicted the organizational commitment.

Conclusions: In order to increase organizational commitment of the healthcare workers, the administrators of the healthcare settings should motivate their employees by strategies leading targeting enhancing their satisfaction with job and quality of work life.

Keywords: Job satisfaction, Job motivation, Organizational commitment, Healthcare workers, Healthcare human resources, Hospital management

Background and Objectives

Providing employees' job satisfaction in order to achieve higher levels of organizational commitment is very important because it increases the productivity of employees. In human resources literature, several variables identified that can affect the performance of employees.

In the study of Brandy and Kondry (1993), several variables described that affect employee performance. These factors include characteristics of job and organization, attitudes towards the value of wages, organizational trust and commitment, the importance of financial rewards, the relation between wages, performance and justice in the system [1].

Nanda and Brown (1977) attempted to identify the

factors that are important in analyzing the performance of employees at employment time. They found that employees' productivity related to factors such as job satisfaction, job motivation and organizational commitment [2].

Fondras (2007) stated that job motivation is a dynamic process that affects working conditions, communication, productivity, consistency and the emotional state of employees [3].

Every activity is motivated by several different motivations by which the activity be performed. Amongst all motives, always one is dominant. These motives determine the hierarchical structure of job motivation surrounding people and consequences of their performance. These incentives are social, academic, cognitive and professional incentives [3]. The system of job motivation consists of a combination of intrinsic and extrinsic motivations. Intrinsic motivation is motivation of growth of individuals themselves and inter-

*Corresponding author: Lida Gholizade, Islamic Azad University, Gachsaran Branch, Gachsaran, Iran, Tel: +98 9177424665, Email: lida_gholizade@yahoo.com

est in learning new things. Although the motivation to improve the quality, job correlation and taking awards are normal and profitable but they can not be fully attributed to intrinsic motivations. Extrinsic motivations include financial rewards, tend to be important, prestige and success [4].

According to the theory of Leonetio (2005), intrinsic motivations change the extrinsic motivations to increase the occupational activity [5]. Personal and professional growth of hospital staffs without increasing intrinsic motivations in the structure of motivation would not be possible [5]. The second variable that affects rganizational commitment is job satisfaction. Luke and Latan (1990) offered a comprehensive definition of job satisfaction as a positive emotional or satisfying state resulted from one's job or job experience [6].

Job satisfaction is the result of staffs perceptions about how their job provides the things they care about. According to Mitchell and Lasan (1978), in the field of organizational behavior, it has generally shown that job satisfaction is the most important variable that has been frequently studied [7]. Luthans (1998) stated that job satisfaction has three dimensions:

- Job satisfaction is a positive emotional response to the occupational status.
- Job satisfaction is often determined by how to meet the needs and expectations.

For example, if employees feel that they work harder and receive fewer salaries than others in other organizations, they are likely to have negative attitudes toward their jobs, employers or colleagues. But if they feel they are treated well and paid fairly, they will probably have a positive attitude towards their jobs.

- Job satisfaction represents several related attitudes which are very important features of job that show efficient reaction about people.

These include job, salary, increasing opportunities, mentoring and etc.

Job satisfaction is so important that its absence often leads to ignorance and reduction of organizational commitment [8].

As an important component in the organizational research, organizational commitment due to relationship with structures such as absence from work, transfer of employees and job satisfaction was appeared [9,10] and as the ability to replicate or conflict of an employee with organization was defined [11]. Organizational commitment differs from job satisfaction because organizational commitment is a reaction to some specific aspects of the job [12]. There is relationship between organizational commitment and :

1) strong belief in the organization and acceptance of the organizational goals and values , 2) much effort for the organization, and 3) a strong desire to join the organization and keep working in [13].

Many researchers noted that from the early 1950s, organizational commitment has been an interesting subject in the field of organizational behavior [14,15]. The authors showed that this increasing interest is due to the belief that if the organizational behavior be managed properly the organizational commitment can lead to beneficial results such as organizational effectiveness, improving performance, reducing absence from work and employees transfer [16,17].

Although there are several researches about organizational commitment, yet there is not a clear understanding of what factors influence it, helping it grows, and how encouragement of organizational factors led to enhance of organizational commitment.

Balfer and Wexler (1996) noted that organizational commitment is an important and appropriate aspect to focus on organizational performance and productivity and designing incentive program to increase the organizational commitment [19].

In the short term, such incentives can direct the behavior of employees towards achieving productivity [20]. Organizational commitment is considered as the most prominent and important human resource strategies and employee commitment is a key factor in achieving economic performance [21].

According to what mentioned above, the purpose of the present study was to examine three variables: job motivation, job satisfaction and organizational commitment and also answer the following questions:

- Is there a meaningful relationship between the job motivation, job satisfaction and organizational commitment?
- Are the job motivation and job satisfaction able to predict the organizational commitment?

Methods

Study Design and Settings

Population and Sampling:

In this correlational study, 250 employees of public hospitals in Boyerahmad Kohkiluyeh were selected using cluster sampling. In this case, among all cities of Kohkiluyeh and Boyerahmad, three cities and among all hospitals of the city, one hospital was selected randomly. Then, the questionnaires were given to all selected hospital staff by the researchers to respond.

Measuring and Instruments

To collect data for this study, the following tools were used:

A) Test of Spector's Job Satisfaction:

It was a 36-item instrument with Likert scale of five degrees. It is worth mentioning that the first question to the seventeenth of this questionnaire measured job satisfaction and was graded directly and eighteenth to the last question measured job dissatisfaction and graded inversely. Using Cronbach's alpha 0.82, its reliability was calculated.

B) Meyer and Allen's organizational commitment questionnaire:

The questionnaire included 24 questions with a scale of five options. The options included fully disagree, disagree, neutral, agree and totally disagree that the scores allocated to them was one to five, respectively. The questionnaire had three subscales, namely: affective commitment, normative and coherence.

In the present study, using Cronbach's alpha, the reliability of this instrument was calculated as follows indicating high reliability of the tool.

C) Ludahel Kitchener's Job Motivation Questionnaire:

The questionnaire consisted of 20 multiple-choice scales that its score was from 1 to 4. The questionnaire measured qualities such as seriousness in work, the rate of interest to job, job importance, responsibility, self-esteem and self-control.

In the present study, using Cronbach's alpha, the reliability of this instrument was calculated as follows indicating high reliability of the tool.

Results

According to the findings in Table 1, most participants in the study were female (67.2%) and aged from 23 to 32 years (71.6%) and had a work experience of 1-7 years (47.6%).

The above table showed that there is a significant positive relationship between job satisfaction, job motivation (0.45) and organizational commitment (0.46). Also, there is a significant positive relationship between job motivation and organizational commitment (0.40).

Thus, it is concluded that there is a significant positive correlation between the three variables. It means that by increase of job satisfaction and job motivation, the organizational commitment also increases.

The parameters indicate that whether the obtained data are consistent with the conceptual model or not. In other words, the data and model are consistent with

Table 1 Reliability of the organizational commitment scale

Variables	Cronbach's alpha
Emotional commitment	0.95
Normative commitment	0.82
Ongoing commitment	0.76
Organizational commitment	0.92

each other and data supports the designed model.

As can be seen in the above table, GFI=0.90 and AGFA=0.70 are close to one; much closer to one, these indicators represent more perfect fit of the model. Also, the RMSEA is also indicative of the utility of model.

As shown in the table, job satisfaction with beta coefficient of 0.45, showed 45% of the variance of job motivation and with beta coefficient of 0.34, showed 34% of the variance of organizational commitment.

Also, job motivation with beta coefficient of 0.25, explained 25% of the organizational commitment and job satisfaction and organizational motivation with beta coefficient of 0.21 together explained 21% of the variance of the organizational commitment.

The test of effect in the final modeling indicated direct effect of job satisfaction on organizational commitment ($p < 0.01$ and $t=5.32$) and an indirect effect on organizational commitment through job motivation ($p < 0.01$ and $t = 4.49$).

As shown in Figure 1, job satisfaction had both direct and indirect effect on organizational commitment through job motivation.

Table 2 calculation of reliability using Cronbach's alpha for job motivation questionnaire and its subscales

Variables	Cronbach's Alpha
Seriousness	0.78
Interest	0.66
Responsibility	0.79
Self-Esteem	0.63
Self-Control	0.75
Total questionnaire	0.82

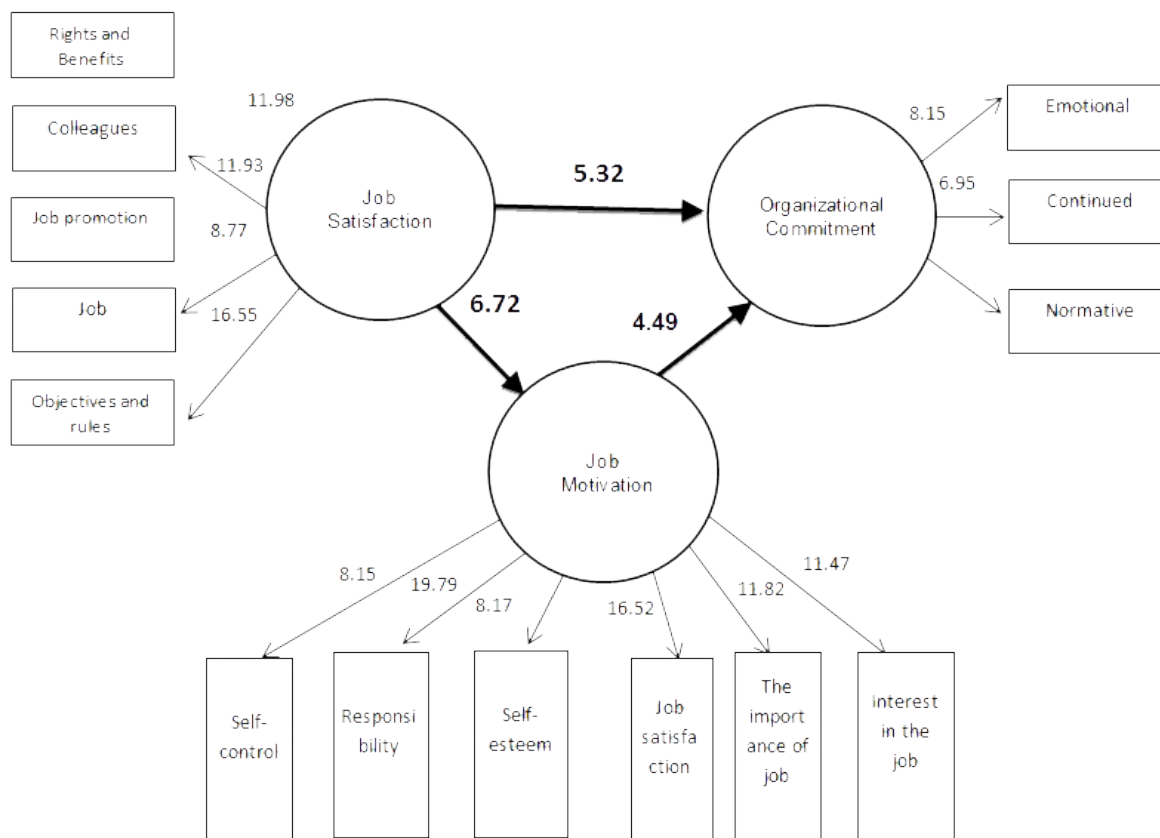


Figure 1 The distribution of patients died due to burn injuries over the Provincial geographic region

Discussion

The results in Table 4 indicated that there was positive relationship between job satisfaction, job motivation and organizational commitment. Also, the findings in Table 5 and Figure 1 showed that job satisfaction had direct and indirect effect on organizational commitment through job motivation. These findings are consistent with findings of Drago et.al (1992), Moon (2000), Samad (2007), Okpara (2004), and Ayni and Fopula (2007) [26,29,7]. All these researchers concluded that there is positive relationship between job satisfaction, job motivation and organizational commitment.

It is thought that job satisfaction and job motivation of employees lead to increase of organizational commitment. It means that job satisfaction and job motivation are preconditions of organizational commitment. In the research conducted by Serolen and Smith on nurses, positive relationship between organizational commitment and job satisfaction and personal factors was reported [30]. It seems that the wider and larger organizations lead to more attention to acquire costs and decrease the organizational commitment of

nurses and other health care professionals. Providing salary and other employees' benefits which are the retention factors in the organization, prevents dissatisfaction but does not motivate. In two studies conducted by Smith and Serolen, it was reported that the main reason of leaving the job by nurses is lack of organizational commitment.

In the present study, 30 nurses stated that their organizational commitment was in relation to personal factors such as family needs, job satisfaction, educational opportunities, financial benefits and desire to retirement from the organization [30]. If employees be transferred with planning within the organization, in addition to meet the needs of organization, it increases organizational commitment and job satisfaction and consequently decreases the tendency of leaving the job [31].

Conclusions

According to what was said above, in order to prevent behavioral problems of the employees, it is necessary for

Table 3 Demographic characteristics of the participants in the study

Variables	N	%
Sex		
Female	168	67.2
Male	82	32.68
Marital State		
Single	88	35.2
Married	162	64.8
Age		
32-23	179	71.6
42-33	48	19.2
43<	23	9.2
Work Experience		
7-1	119	47.6
14-8	79	31.6
21-15	54	20.8

organizations to pay special attention to organizational commitment. In this regard, in order to improve the quality of all services, especially the reliability and quality assurance, the organizations should attempt to increase organizational commitment by emphasizing the values and missions of the organization, selection and employment. Enhancing organizational commitment through giving the facilities and concessions distinct from other organizations, providing training courses and promoting job, reducing the work experience and fair evaluation of job's feedback, creating an incentive system along with the results of the employees performance and job security of employees through type of employment play significant role in improvement of quality of hospital services [32]. Finally, regarding the findings, it can be concluded that attention to the intrinsic and psychological needs of the employees in the organizations lead to their better motivation and performance. Thus, after job security, there is a direct relationship between job satisfaction and meeting the psychological needs of employees. If organizations understand their employees' needs, they can be more successful in choosing the way they deal effectively with them. Therefore, if the organization be able to be a place for meeting the needs of staffs, they definitely will be more interested in the organization and this interest will be represented as their organizational commitment [33]. According to the findings of the study, the following recommendations offered:

Conducting similar researches in the level of hospital management and comparing job satisfaction, job

Table 4 Correlation matrix of the research variables

Variables	Job Satisfaction	Job Motivation	Organizational Commitment
Job Satisfaction	1		
Job Motivation	0.45**	1	
Organizational Commitment	0.46**	0.40**	1

Table 5 Parameters of the model

Chi-square	P-Value	df	RMSEA	GFA	AGFA	CFI	NFI
269	0.000	84	0.71	0.88	0.70	0.90	0.88

motivation and organizational commitment in managers and employees, evaluating effective factors on job dissatisfaction of the study population in the present study using interview and observation methods.

Competing Interests

The authors declare no competing interests.

Authors' Contributions

LGh designed the study and contributed to data analysis, interpretation of the results and manuscript preparation. IM contributed to manuscript preparation. MRM was involved in interpretation of the results. AA and MB contributed to data analysis. All authors read and approved the final manuscript.

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