

A study of the Relationship Between Job Satisfaction, Job Motivation and Organizational Commitment Among Employees of Ministry of Health, Treatment and Medical Education (MHTME)

Ali Ebraze¹, Fahimeh Rabbanikhah¹, Amir Kazemi¹, Maryam Safarnavadeh¹, Amir Hossein Eskandari¹, Reza Moradi^{1*}

¹Ministry of Health and Medical Education, Tehran, Iran .

²Department of Health Economics and Management, School of Public Health, Tehran University of Medical Sciences, Tehran, Iran

Abstract

Background and Objective: Today, it is crucial that organizations pay special attention to their human resources in order to achieve maximum effectiveness, performance and efficiency. Employees' attitude regarding their jobs, is what affects their performance and effectiveness at work more than any other factor. Due to the importance of employees' attitude and perception in improving efficiency and achieving organizational goals, the aim of the current study is to investigate the correlation between job satisfaction, job motivation and organizational commitment among employees of Ministry of Health, Treatment and Medical Education (MHTME).

Study method: This is a descriptive – analytical study which was carried out using cross-sectional approach in 2017. The statistical sample included 327 employees of MHTME which were selected using Stratified sampling and suitable sample size. Data gathering tools include Job Descriptive Index (JDI), Lodahl – Kushner Job Motivation Inventory and Organizational Commitment Inventory of Allen and Mayer. Data were then entered into SPSS-20 software and analyzed using independent T-Test, ANOVA, Person Correlation and Regression Tests.

Findings: Job satisfaction and motivation had a direct significant correlation with organizational commitment ($P < 0.05$). The results of regression analysis also indicated that organizational commitment can be proper predicted based on job satisfaction and motivation.

Conclusion: According to the results of this study, it is suggested that human resource managers use proper employee selection, timely incentives based on real performance evaluations, promote employees based on their abilities. Holding motivational seminars and creating appropriate job advancement opportunities increase satisfaction and motivation and therefore organizational commitment among their employees.

Keywords: Job Satisfaction, Job Motivation, Organizational commitment, Efficiency, Employees, Ministry of Health, Treatment and Medical Education (MHTME)

Background and Objective

Today, organizations must pay special attention to their human resources in order to achieve a higher level of success, effectiveness and efficiency. The attitude of employees regarding their job, affects their performance and effectiveness more than any other factor¹. Managers must understand the factors affecting their employees' attitudes while also attempting to create an environment which fosters motivation and a feeling of organizational belonging in employees². When the level of commitment is high among the human resources in an organization, a reduction of absences, delays and transfers is observed. This results in significant improvement of employee motivation and achievement of organizational as well as personal goals³. Lack of commitment and low commitment levels have negative consequences for people and organizations.

*Corresponding Author: Reza Moradi
Email: reza.rawansar@gmail.com

These negative consequences include desertion, long absences, lack of desire for remaining in the organization, decreased customer trust and decreased income for the organization. Therefore, the issue of organization commitment is especially important in an organization that is focused on “maintaining, restoring and improving human health”⁴.

Organizational commitment is a state where employees consider their organization to be their defining part of the identity and wish to maintain their employment in that organization. Allen and Mayer investigated organizational commitment from three perspectives. The first one is emotional commitment which includes a personal and inner feeling of belonging to the organization, for which people remain in the organization due to their positive attitudes toward organizational aims, values and mission vision⁵. In financial commitment, employees stay in the organization due to their dependence on the salary received from the organization and a cost – benefit analysis concluding the profitability of staying with the organization. Finally, normative commitment is a type of commitment based on valuing for the organization and the employees sharing organization’s success based on their personal values⁶.

One of the criteria affecting organizational commitment is job satisfaction. Job satisfaction is a set of attitudes and beliefs in people regarding their current employment and is one of the major factors in achieving professional success which can greatly enhances personal performance and satisfaction⁷. Unsatisfied people with their employment and organization are susceptible to mental and physical problems. Psychological pressures resulting from their work is the root of

many physical conditions in these employees. Lack of job satisfaction means that employees will not offer their outmost efforts in their jobs. Smith, Kendal and Halluin introduced five job dimensions indicating important job satisfaction factors including satisfaction about duties (including employees’ interest to their scope of work and learning opportunities), management satisfaction (including technical and management abilities of managers and their consideration regarding their employees’ wants and needs), colleague satisfaction (including technical qualification and support of colleagues), promotion satisfaction (access to opportunities for job advancement) and financial satisfaction (including the amount of payment and belief regarding equal payment and payment methods)⁸.

Another concept affecting human resource development is job motivation. Job motivation is when employees are interested in their jobs and duties based on the duties themselves and not the secondary positive results such as incentives and payment⁹. In fact, motivation plays the most important role in employees’ desire for achieving effective and efficient results, creating positive work environment, and hence a successful implementation of projects. Therefore, this factor along with the internal feeling, greatly affects the quality and quantity of the work being carried out. This means that when employees have enough motivation for their work, they will have a more positive attitude towards their jobs and are more committed to it¹⁰.

Various studies have investigated the relationship between job satisfaction and organizational commitment of employees. The results of previous researchs showed a positive, two-way correlation between job satisfaction and organizational commitment¹¹. Various results have shown

that employees' organizational commitment can change depending on various conditions and situations and internal and external factors can significantly affect organizational commitment¹². In a study aimed to identify the factors affecting organizational commitment and organizational development, results indicated that personal factors, learning opportunities, job satisfaction, and retirement plans positively affect organizational commitment while weak internal relations and lack of financial incentives or inequality in their distribution can negatively affect commitment¹³.

Based on the implementation of Human Resource Balance model in MHTME, one of the characteristics of developed organizations is the annual monitoring and improvement of job satisfaction. So, based on the important of employee attitude and cognition in improving efficiency and achieving organizational goals, given the special nature of healthcare sector and lack of proper studies on the relation between job satisfaction, motivation and organizational commitment in this sector, and in order to improve the organizational excellence and applicability of the findings of this research in policy and planning center of MHTME, the current study aims to investigate the relation between job satisfaction, motivation and organizational commitment among employees of MHTME. The results of this study can be used in creating policies focused in improving employees' attitudes in universities of medical science and related organizations, nationwide.

Method

The current study is a descriptive – analytical study carried out using cross-sectional approach in the year 2017. The statistical population consisted of all

employees of MHTME (N=2200). Sample size was determined to be 327 individuals using Cochran equation. Stratified sampling was used to select the population based on sample size. After acquiring necessary permissions, explaining inclusion criteria and gaining the consent of the participants, questionnaires were distributed in all departments of MHTME's main office (including deputies of management and resources, education, healthcare, treatment, research and technology, student and culture, social studies, planning, nursing and ministerial deputy). The filled questionnaires were then gathered (60% return). The filled questionnaires were anonymous and all ethical considerations were used in the study.

Data gathering tools included Job Descriptive Index (JDI), Lodahl – Kushner Job Motivation inventory and Organizational commitment inventory of Allen and Mayer. First, demographic information of the participating employees including gender, age, work experience, education, type of employment contract, workplace and position were gathered. The Job Descriptive Index (JDI) includes a total of 34 items which measures job satisfaction in five domains (items 1 to 9), management satisfaction (10 – 21), promotion satisfaction (22-27), payment satisfaction (28 - 31) and colleague satisfaction (32-34). This inventory is scored using a 5-point Likert scale from 1 (very low) to 5 (very high) and five separate scores were determined as the sum of scores for each area². The Lodahl – Kushner Job Motivation inventory includes 20 items which measure job motivation of employees. This inventory is scored using a Likert scale from 1 (fully disagree) to 5 (fully agree)¹⁰. The organizational commitment questionnaire of Allen and Mayer has 24 questions which measure

organizational commitment in three areas of emotional commitment (items 22, 19, 16, 13, 10, 7, 4, 1), continuous commitment (items 2, 5, 8, 11, 14, 17, 20, 23) and normative commitment (items 3, 6, 9, 12, 15, 18, 21, 24). This questionnaire is scored using a Likert scale from 1 (fully disagree) to 5 (fully agree) while items 2, 3, 6, 10, 11, 17, and 20 are scored in reverse⁷. Validity and reliability of these questionnaires were previously investigated and confirmed. The Cronbach's Alpha coefficient for job satisfaction, job motivation and organizational commitment questionnaires are 0.81, 0.78 and 0.83, respectively¹³⁻¹⁶. The scores for all three questionnaires were converted to percentages and scores lower than 40% were considered weak, 40 to 60% were considered mediocre, 60 to 80%

were considered high and scores higher than 80% were considered very high. The normalization assumption of the data was investigated and confirmed using Kolmogorov – Smirnov test ($P > 0.05$). Then, independent t-test, one-sided ANOVA, Pearson correlation test and multiplex regression test were used for data analysis. SPSS v20 software was used for data analysis at significance level of 0.05.

Results

73.7% of the participants were female, 26.8% were between 35 to 40 years old, 34% had more than 20 years of work experience, 36.6% had Masters' degree, 48.5% had permanent contracts, 21.1% worked for deputy of treatment and 71.6% had the position of expert (table 1).

Table 1: Frequency distribution of demographic characteristics of participants

Factor	Grouping	Percent (frequency)	Factor	Grouping	Percent (frequency)
Gender	Male	26.3(51)	Employment type	Permanent	48.5(94)
	Female	73.7(143)		Contractual	7.7(15)
Age group	30 to 35	19.6(38)		Fixed term	40.7(15)
	35 to 40	26.8(52)		Internship	3.1(6)
	40 to 45	16(31)		Deputy	Social
	45 to 50	24.2(47)	Education		18(35)
	Older than 50	13.4(26)	Student and culture		5.7(11)
Work experience	<5 years	6.2(12)	Management and resources		7.2(14)
	6 to 10 years	18(35)	Treatment		21.1(41)
	10 to 15 years	25.3(49)	Planning, legal and parliamentary	9.8(19)	
	15 to 20 years	16.5(32)	Nursing	1.5(3)	
	> 20 years	34(66)	Research and technology	7.7(15)	
Education	High school	7.7(15)	Healthcare	21.1(41)	
	Associate degree	6.2(12)	Ministerial	4.6(9)	
	Bachelors'	35.1(68)	Position	Expert	71.6(139)
	Masters'	36.6(71)		Expert in charge	14.4(28)
	General medicine	6.7(13)		Group lead	12.4(24)
	PhD	7.7(15)		Deputy head	1.5(3)

The average job satisfaction, job motivation and organizational commitment scores from a total of 100 were 63.96 ± 13.72 , 69.41 ± 8.90 and 69.39 ± 8.39 , respectively. Among job satisfaction dimensions, management satisfaction had

the highest score while promotion satisfaction had the lowest score. Among the dimensions of organizational commitment, emotional commitment had the highest and normative commitment had the lowest scores (table 2).

Table 2: Average scores of job satisfaction and organizational commitment and their dimensions among participants.

Factor	Dimensions	Average \pm SD	Factor	Dimensions	Average \pm SD
Job satisfaction	Work satisfaction	69.43 ± 13.99	Organizational commitment	Emotional	75.83 ± 11.23
	Management satisfaction	69.70 ± 18.11		continuous	67.07 ± 11.66
	Promotion satisfaction	51.47 ± 21.67		Normative	65.33 ± 9.14
	Payment satisfaction	55.29 ± 16.11	Total		69.39 ± 8.39
	Colleague satisfaction	61.33 ± 17.56	-	-	-
Total		63.96 ± 13.72	-	-	-

Based on the results of independent t-test, average scores of job satisfaction, motivation and organizational commitment showed no significant change based on gender ($P=0.897$, $P=0.186$ and $P=0.934$). Furthermore, one-sided ANOVA test showed that there is a significant difference in job satisfaction score based on deputy and position ($P=0.031$ and $P=0.020$) with people working in nursing deputy having the highest and those working in research and technology deputy having lowest job satisfaction scores. Furthermore, people with the position of group lead had the highest and those with position of expert in charge had the lowest job satisfaction. Job motivation showed no significant

dependence on any of the demographic characteristics investigated in this study ($P>0.05$).

The average score of organizational commitment only showed significant change based on education and employment type ($P<0.001$ and $P=0.02$) with people with high school level education having the highest and general practitioners having the lowest organizational commitment. Furthermore, people with fixed-term contracts had the highest and those with contractual employment had the lowest commitment scores.

Table 3: The relation between dimensions of job satisfaction, job motivation and organizational commitment.

Variable	1	2	3	4	5	6	7	8	9
1 Job satisfaction	1								
2. Management satisfaction	0.464**	1							
3. Promotion satisfaction	0.485**	0.700**	1						
4. Payment satisfaction	0.304**	0.331**	0.463**	1					
5. Colleague satisfaction	0.445**	0.499**	0.463**	0.504**	1				
6. Emotional commitment	0.530**	0.410**	0.455**	0.343**	0.387**	1			
7. Continuous	0.150**	0.068	0.175*	0.022	0.157*	0.355	1		

commitment						**			
8. Normative commitment	0.282**	0.161*	0.291**	0.097	0.209**	0.531**	0.398**	1	
9. Motivation	0.415**	0.244**	0.287**	0.268**	0.321**	0.47**	0.328	0.34*	

* Significance level of $P < 0.050$; ** Significance level of $P < 0.010$

As can be seen in table 3, there is a direct statistical relation between job satisfaction and job motivation. Furthermore, there is a significant relation between motivation and all dimensions of organizational

commitment and between job satisfaction dimensions and emotional commitment.

In order to investigate the share of each predicting variable (job satisfaction and job motivation) in determining organizational commitment, multiplex regression test was used (tables 4 and 5).

Table 4: The summary of regression analysis and SNOVA for predicting organizational commitment

Model	R	R ²	F	P-value
Enter	0.543	0.295	38.653	<0.001

Table 5: The results of multiplex regression analysis for predicting effects of job satisfaction and

Variables	Statistical factors				
	B	Std. Error	Beta	t	P-value
Job satisfaction	0.161	0.041	0.263	3.936	<0.001
Job motivation	0.365	0.063	0.385	5.770	<0.001

job motivation on organizational commitment. As can be seen, the predicting variables explain 29% of the changes in organizational commitment. The results of ANOVA test showed that the predicting model of organizational commitment based on job satisfaction and motivation is significant. In other words, job satisfaction and job motivation can significantly predict organizational commitment ($P < 0.001$). These results indicated that organizational commitment can be predicted based on job satisfaction and motivation (table 4 and 5).

Discussion

Employees' attitudes towards their jobs should be considered by managers and leaders of organizations as one of the major factors affecting career success and its role in improving performance and

effectiveness of people and organizations. MHTME is one of the providers of essential services for the society. Therefore, social, financial, research and educational efforts of this ministry require a specific type of management aimed to create satisfaction and motivation among employees so that they can have the highest performance and have commitment

towards the achievement of organizational goals¹⁷.

The results of the current study showed that among dimensions of job satisfaction, management satisfaction had the highest score, while emotional commitment had the highest score among commitment dimensions and normative commitment had the lowest score.

In the study by Dastjerdi et.al.¹⁸ titled "Influential Factors on the Employee Job

Satisfaction at Birjand University of Medical Sciences”, the findings showed that the job satisfaction score was significantly higher than its average. The study by Ebraz et.al.¹⁹ also showed that the organizational commitment among the employees of the MHTME was higher than average. The study by Bakhshi et.al.²⁰ showed that job motivation of faculty members in Rafsanjan University of Medical Sciences is higher than the theoretical average which is similar to the results of the current study. Cognitive factors are important due to their effects on employee performance. Organizations with higher job satisfaction, motivation and organizational commitment often show higher efficiency as well.

The results of the study by Ghanbari et.al. and Kouhestani et.al. showed that scores of organizational commitment and its dimensions is higher than average¹⁶⁻²¹. The study by Yaghoobi et.al. showed that total organizational commitment, as well as emotional and continuous commitment scores were higher than average while normative commitment score was lower than the theoretical average²² which is similar to the results of the current study. In fact, employees in Ministry of health often have strong emotional bonds with their workplace and high desire for getting involved with work activities and identifying with their organization. They are also highly loyal to their organization and feel the need to continue and working for the same organization.

The results of the current study showed that job satisfaction, job motivation and organizational commitment showed no significant difference based on gender. Job satisfaction only showed significant difference based on workplace deputy and employees' position. Job motivation showed no significant change for any of the demographic factors investigated in

this study. Organizational commitment only showed significant change based on education and employment type with people with high school education and below having the highest and general practitioners having the lowest commitment. Furthermore, people with fixed-term contracts had the highest and those with contractual employment had the lowest commitment.

The results of the study by Ghanbari et.al. showed that there is no significant¹⁶ relation between job satisfaction of employees of Red Crescent Organization of Hamedan province based on gender. Yaghoobi²² also reported similar results which agree with the current study. However, these results are different from those reported by Nasiri et.al.²³ which can be due to the difference in statistical population.

The results of the study by Nasity et.al.²³ showed no significant change in job satisfaction based on education level which is similar to the current results but different from the results reported by Ghanbari et.al.¹⁶.

The studies by Ghanbari¹⁶ and Rostami²⁴ showed that there is no significant difference in commitment based on gender and that male and female employees have the same levels of organizational commitment, which agrees with the results of the current study. The results of the study by Ghanbari et.al.¹⁶ showed that there is a significant change in organizational commitment based on education with employees with Bachelors' degree having lower commitment compared to those with high school education which is similar to the results of the current study.

The results of the current study showed that there is a significant and direct relation between job motivation and job satisfaction. Furthermore, there was a

significant relation between job motivation and all dimensions of organizational commitment and between job satisfaction and emotional commitment.

The study by Keyvanloo et.al. confirmed the direct effect of job motivation on organizational commitment while Hariri et.al., Ryan et.al. and Sepahvand et.al. also reported similar results²⁵⁻²⁸ which agrees with the results of the current study. This finding can be explained by saying that job motivation can result in feeling of meaningfulness toward duties. This means that employees will value their jobs and job-related activities and have compatibility between their cognitive ideals and standards and their actions during their work. This high degree of meaningfulness results in commitment, cooperation and higher energy. When people are working at a job which feels more meaningful for them, they have higher commitment and are more persistent in order to reach their goals.

The results of the current study showed that job satisfaction and motivation had a direct significant relation with each other. Furthermore, regression analysis results showed that organizational commitment can be predicted based on job satisfaction and motivation.

The results of the study by Talebpour showed that there is a positive significant relation between job satisfaction and organizational commitment and higher levels of job satisfaction result in higher commitment levels and vice versa²⁹. The results of Bazvand et.al. and Basami et.al. showed that job satisfaction is a predictor for organizational commitment of employees^{30, 31} which is similar to the results of the current study. This relationship can be explained based on the concept of job satisfaction by saying that job satisfaction is determined instantly after entering the organization while

commitment takes shape over time. Therefore, higher job satisfaction is a requirement for organizational commitment. As seen in the results of most studies, higher commitment also means that employees might ignore possible weaknesses of the organization and therefore prevent a decrease in their level of satisfaction.

The result of the study by Foomani et.al. also showed a positive significant relation between job motivation and organizational commitment³². Furthermore, the results of a metaanalysis regarding organizational commitment shows that commitment is positively correlated with job satisfaction and motivation and negatively correlated with quitting the job³³. These results are similar to the results of the current study. It appears that employees' job motivation is effective in improving their performance which in turn results in improving their organizational commitment.

Among the limitations of the current study are the lack of desire among some of employees for participating in the study, lack of attention to cultural difference in questionnaires which were designed for other countries, lack of possibility for controlling some of the confining variables such as personality characteristics of participants and their socioeconomical status and limiting the study to employees of MHTME which means care should be taken when generalizing these results.

Conclusion

According to the results of this study, there was a direct correlation between job satisfaction and motivation and organizational commitment and these two variables could successfully predict organizational commitment. In other words, increase in job satisfaction and motivation results in increase in organizational commitment. Therefore, in

order to improve organizational commitment, we suggest that human resource managers improve job satisfaction and motivation by selection of suitable employees, using 360-degree approach for performance evaluation, assigning timely, proper incentives based on performance evaluation, increasing payment based on skill levels and abilities, retaining valuable employees, holding motivational seminars and creating appropriate promotion and job advancement opportunities.

Abbreviation:

None.

Conflicts of interests:

The authors declare to have no conflicts of interests.

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