

A STUDY ON THE RELATIONSHIPS AMONG ORGANIZATIONAL TRUST, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AMONG NURSES IN PRIVATE HOSPITALS IN RANCHI

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Abstract:

Healthcare Industry is one of the most developing Industries currently with Government's emphasis on increased healthcare spends the sector is growing manifold. Healthcare professionals play an important role in serving the community and Nurses have a huge role to play to provide the effective and efficient health care services to the patients. This study focuses on the nurses in major Private Hospitals of Ranchi which reflect their level of Organizational Trust, Commitment and job Satisfaction. A descriptive and causal research was adopted to investigate the phenomena

Related to trust, organizational commitment and job satisfaction in private hospital of Ranchi. 75 nurses responded to the questionnaire measuring the above constructs. Data was analyzed by using descriptive and inferential statistics. The findings indicate that organisational commitment and trust have a significant impact on the nurses' job satisfaction at Ranchi's private hospitals. This research article may help healthcare officials take the appropriate actions to boost employees' commitment and trust in the organisation. This will help to retain qualified nurses and to improve the productivity of the hospitals.

1. Introduction:

Low nurse productivity and poor patient care are major problems in the healthcare services sector. It is essential to evaluate and enhance nurses' quality of work in order to enhance their working conditions and decrease burnout. Burnout, emotional tiredness, and job discontent are all consequences of nurses' work-life unhappiness, which eventually affects patient care. For an organisation to succeed, it is critical to address the physical and emotional requirements of hospital nurses. (Taware & Patil, n.d.)

Nurse job satisfaction is crucial for retention, and research has shown that high levels of job

dissatisfaction among nurses persist. Higher levels of nurse job satisfaction increase morale and commitment, making it more likely for nurses to stay in the profession. However, when a nurse is lost to the profession, it has significant implications for human resources, including short staffing, increased recruitment and orientation costs, and adverse patient outcomes. Nurse dissatisfaction contributes to the nursing shortage, leading to higher nurse-patient ratios, longer patient waiting lists, and nursing staff burnout. (Hayes et al., 2010)

This study aim to understand the relationship among organization trust, organization commitment and job satisfaction of nurses in private hospital in Ranchi, Jharkhand.

1.1 Theoretical Concepts and Framework

Origin of Nurses:

Early in the 20th century, midwives delivered 50% of all newborns in the US; the majority of these infants were African Americans who were born in the South or to immigrants from Europe or Mexico. Physicians trained in the United States had less education than European midwives. Due to issues including immigration, the Americanization of immigrant women, and the effort to banish midwives, the percentage of births attended by a midwife had fallen to 15% by 1930. Strong nursing leaders, the shift of birthing from the home to the hospital, childbirth education, and the resurgence of feminism were significant effects on nurse-midwifery's early 20th-century origins and expansion between 1940 and 1950. This early history offers a framework for comprehending the professionalization, growth, and obstacles encountered by nurse-midwifery throughout the previous 40 years. (Dawley, 2003)

Organization Trust:

For healthy human interactions and competitive advantage in businesses, trust is essential. It has, however, primarily been studied at a general level and infrequently across many referents and circumstances. Direct leaders have been the primary focus of the majority of studies on trust in certain goals, whereas organisation and management have received less attention. (Tan & Lim, n.d.). The nature of trust in different organisation and its antecedents are examined in the book "Organizational Trust". Dietz, Gillespie, and Chao stress the value of developing cross-cultural trust in the business world. In order to refute group-oriented attributions of national cultural identities, the chapter offers a "cultural mosaic" and "cultural spheres" concept. Following chapters use the realms of individual business cultural identities as a leitmotif. It's good that the book emphasises both individual and group cultural identities because it acts as a unifying theme for the remaining chapters.(Saunders, 2012)

Organization Commitment:

A technique to measure how much a person identifies with an organisation in many ways is through organizational commitment.(Mowday et al., 1979). An individual's commitment to their social organisation and their position within it is referred to as organisational commitment. (Biggart & Hamilton, 1984).Roles are actions that define a person's status and can either make

someone happy or stressed. Role ambiguity and conflict can cause role stress, which can have detrimental effects on both the individual and the organisation. A reduction in organisational commitment may follow from this.(Benligiray & Sönmez, 2012).

Job Satisfaction:

According to Shader et al. (2001), "personal fulfilment at work is a multidimensional construct consisting of elements essential to one's job satisfaction." According to another definition, "job satisfaction" is "an effective response to a job that results from the comparison of perceived outcomes with those that are desired."(Fung-kam, 1998; Hayes et al., 2010). Job satisfaction is not eliciting one's experienced utility of jobs but the difference between two experienced utilities, which indicates the preference relation between jobs. The main prediction is that job satisfaction correlates with wage gaps experienced in the past and present, and that the effects of a given wage gap decline with working experience.(Lévy-Garboua & Montmarquette, 2004)

According to this study (Judge & Locke, 1993) The dispositional approach to job satisfaction has come under fire for failing to incorporate pre-existing theories of why people are not satisfied with their jobs. The cognitive theory of depression's function in explaining subjective well-being and work satisfaction was examined in this study. A stratified random sample of university staff was used to test a confirmatory model that was hypothesized. The overall hypothesis and the detrimental effects of dysfunctional thought processes were found to be well supported by the results.

1.2 Review of Literature:

According to a survey (Hoppock, 1935) less than one-third of working adults in 351 towns reported being unsatisfied with their jobs. Considerations were emotional adjustment, religion, social standing, interest, age, weariness, and community size. The study looked at the links between job happiness, pay, and other aspects in 16 quantitative studies.

(Kalinowska & Marcinowicz, 2020) In 2018, a cross-sectional survey was conducted in Poland to evaluate family nurses' satisfaction with their jobs. The results showed a moderate level of satisfaction, with those with more experience, jobs in rural areas, proprietors or co-owners of primary healthcare facilities, whole families, single people, and those with savings reporting higher levels of pleasure. In order to determine job happiness, the study emphasizes the significance of factors including job location, employment, family structure, and financial status.

(Al-Aameri, n.d.) The purpose of this study was to evaluate the level of dedication and job satisfaction among nurses working in public hospitals. Results from a sample of 289 nurses revealed a significant positive relationship between organizational commitment and job satisfaction. Age and commitment were shown to be strongly connected, however experience was only found to be significantly correlated with commitment. In contrast to contentment, nurses' levels of commitment varied depending on their marital status and nationality. According to the study, nurses who are more content tend to be more committed than those who are less satisfied.

(Ingersoll et al., 2002) This survey aimed to understand the nursing work force in a mixed urban/rural region of New York State and their job satisfaction and commitment. Nurses were mostly older, European American, and female, with personal and organizational characteristics affecting job satisfaction, commitment, and career intent. The study found that many satisfied and committed nurses expressed an intent to leave nursing within the next five years. The findings suggest that organizational environment, educational preparation, and personal characteristics impact nurses' job satisfaction, commitment, and plans for continuing their careers.

(Hayes et al., 2010) This study focuses on the coping mechanisms, autonomy, peer interaction, direct patient care, organizational policies, resource sufficiency, and educational opportunities that affect nurses' job satisfaction in acute hospital settings. High nurse turnover rates, low morale, subpar patient outcomes, and higher costs are all associated with nursing dissatisfaction. Knowing these elements could help with nursing management and nurse retention.

(Setyowati et al., 2017) This article examines organisational commitment in occupations that are vital to developing relationships with other people, such as those of doctors and nurses in hospitals. These experts can help or hurt organisations, affecting the formulation and accomplishment of goals.

(Wagner, 2007) This review of the literature shows how organisational commitment can be predicted as a variable in studies on nursing turnover. The results demonstrated strong indirect predictability of organisational commitment, with commitment being more predictable than job satisfaction. In nursing research, organisational commitment is a useful predictor of turnover, having the most immediate effect on antecedents like intent to stay.

This study examines the relationship between nurses' empowerment, job satisfaction, and organizational commitment in different culturally and developmentally different societies. A correlational survey of 556 registered nurses in England and Malaysia revealed that Malaysian nurses felt more empowered and committed, while English nurses were more satisfied with their job. The findings suggest that empowerment does not generate the same results in all countries, and nursing management should consider cultural differences in staff empowerment, job satisfaction, and commitment when formulating policies. (*Empowerment, Job Satisfaction and Organizational Commitment: A Comparative Analysis of Nurses Working in Malaysia and England - AHMAD - 2010 - Journal of Nursing Management - Wiley Online Library, n.d.*)

(Chen et al., 2015) According to the literature, a study in Taiwan found that nurses' perception of organizational justice significantly and positively affects their trust and identification. This trust and identification positively affect commitment to hospitals. Hospital managers can enhance service concepts and attitudes by maximizing these factors, leading to improved extra-role performance, teamwork, and reduced resignations and career changes.

(Gregory et al., 2007) In order to test a theory tying culture to organizational commitment and desire to stick around, the study looks at how frontline registered nurses perceive organisational culture and attitudes. The findings indicated that while having a moderate level of job satisfaction,

'RNs'(registered nurses) had poor opinions of the company's culture, level of commitment, and trust in management. The impact of culture, trust, and satisfaction on commitment and intent to stay is supported by structural equation modelling, which accounts for 45 and 31% of the variance, respectively. Organizational commitment can be increased and turnover intentions can be decreased by putting policies and interventions to work creating supportive work environments.

Although many studies have examined the effects of job satisfaction and Organization commitment on employee demographic variables outside India, there is a lack of research on Organization trust that affects job satisfaction specifically in India.

1.3 Problem statement

Problems with nurse resources are a major concern in the majority of WHO member states, with affluent nations struggling with an ageing nurse workforce and rising nursing care demand. Due to growing international recruiting and trade liberalization, there has been a rise in the international migration of nurses. Nurse turnover is significantly influenced by job satisfaction, which has a number of organisational, professional, and individualized determinants. Stress at work is linked to decreased levels of satisfaction with pay and working conditions. Due to the current labour scarcity, stress levels and workplace relationships—both of which are essential for job satisfaction and organisational commitment—may rise. For healthcare organisations to conduct interventions to increase nurse staff retention, it is essential to understand the impact and linkages of these variables.(Lu et al., 2005) Due to the poor quality of nursing work life, the Indian hospital industry is dealing with a significant attrition problem and poor patient care. A nationwide study may be conducted to examine the key factors affecting the quality of nursing work life, notably in the context of Indian hospital nurses, in order to determine the root cause of this major issue.(Taware & Patil, n.d.)

Among qualified staff nurses working in private hospitals in Ranchi, Jharkhand, a descriptive correlation study was conducted to assess the degrees of trust, organizational commitment, and job satisfaction and to examine their effects on the desire to leave the position.

1.4 Conceptual Framework of the research study:

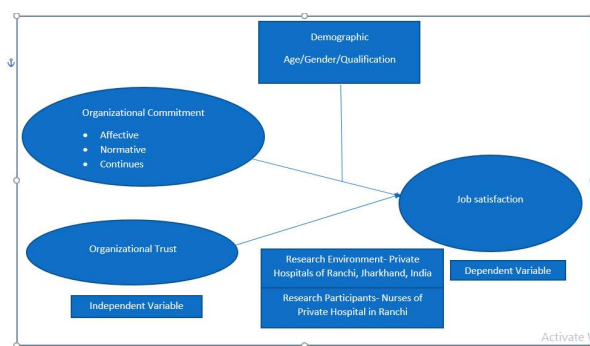


Figure 1: Conceptual Framework of the research

1.5 Objectives of the Study

1. To measure the organizational Trust, Commitment and Job Satisfaction among nurses in major three private hospitals in Ranchi Jharkhand.
2. To find the relationship between the organizational Trust, Commitment and Job Satisfaction among nurses in major three private hospitals in Ranchi Jharkhand.

1.6 Hypotheses

1. Organizational commitment is positively impacting the Job satisfaction of nurses of private hospitals in Ranchi Jharkhand.
2. Organizational Trust is positively impacting the Job satisfaction of nurses of private hospitals in Ranchi Jharkhand.

1.7 Scope of the Study

The organizational trust, commitment, and job satisfaction of hospital nurses in Ranchi, Jharkhand, are the main subjects of this study. It tries to find nurses who have exceptionally high levels of job satisfaction. Workload, leadership, professional conflicts, and emotional demands are all factors that affect how satisfied employees are with their jobs. The study discovered a substantial inverse relationship between job satisfaction and stress, with stress having a detrimental impact on nurses' performance and leading to turnover. Workload reduction can help reduce workplace stress and boost job satisfaction.

2. Research Methodology: Primary and secondary data were used in this study. The nurses working in the private hospital in Ranchi, Jharkhand, were asked to fill out a questionnaire to gather the primary data. The secondary data came from research papers, newspapers, books, journals, websites, other related projects, and direct interviews, in addition to various primary sources.

2.1 Sample Design: The population size was taken into account when choosing a convenient sampling method for this investigation. 75 respondents from 2 significant private hospitals in Ranchi, Jharkhand, with 341 and 140 beds each, respectively, participated in the survey.

Data was collected using three different types of questionnaires. They were both organized questionnaires. The questionnaire were divided into three sections A B and C. Section A consisted of 20 questions from organizational trust, section B consisted of 30 question from Organizational commitment and C consisted of 25 questions from Job satisfaction .This questionnaire was circulated among the nurses of two private hospitals in Jharkhand .. The nurses responded to the question on a 5 point Likert scale ranging from 1— Strongly Disagree to 5 — Strongly Agree.

3. Analysis of Data: Tools & Techniques

Data analysis was done using IBM's Statistical Package for the Social Sciences (SPSS) for Windows, version 18.0. . Expletory Data Analysis (EDA) was first used to analyses the data. For each of the three variables, reliability statistics were used to assess the data's consistency. This judgement was made using the Cronbach's Alpha value. Descriptive statistics has been computed for identifying the demographic profile of the respondents. Furthermore, to investigate the existence of relationship between the variables and to examine the hypothesized relationships of organizational trust, organizational commitment and Job satisfaction, a linear regression model has been developed.

Tools & Techniques

The tools used in this study are reliability statistics, frequency table, and descriptive statistics of individual items, descriptive statistics and Regression analysis was used.

EDA

No error in the data coding, missing data and outliers were found. After that further analysis was done to find the reliability of data.

Reliability of the survey Instruments:

A. Reliability of three questionnaires.

Table - 1 : Reliability Statistics (organizational Trust)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.998	.998	20

The Cronbach's Alpha value is 0.998 which shows that the scale used in Trust questionnaire is highly reliable and consistent.

Table – 2 : Reliability Statistics (Organizational Commitment)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.975	.953	29

The Cronbach's Alpha value is 0.975 which shows that the scale used in Organizational Commitment questionnaire is more reliable and consistant.

Table – 3 : Reliability Statistics (Job Satisfaction)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.998	.998	25

The Cronbach's Alpha value is 0.998 which shows that the scale used in Job Satisfaction questionnaire is highly reliable and consistent.

B. Frequency Table

Table - 4: Education Level of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	School level	7	9.3	9.3	9.3
	Intermediate	29	38.7	38.7	48.0
	Bachelors	35	46.7	46.7	94.7
	PG	4	5.3	5.3	100.0
	Total	75	100.0	100.0	

The total number of respondents taken are 75. The frequency of school level respondents is 7 which accounts for 9.3% of the total respondents. The frequency of respondents in Intermediate level is 29 which accounts for 38.7% of the total respondents. The frequency of respondents in Bachelors level is 35 which account 46.7% of the total respondents. The frequency of respondents in P.G. level is 4 which account 5.3% of the total respondents.

Table – 5 : Nature of Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	On contract	31	41.3	41.3	41.3
	Full Time	44	58.7	58.7	100.0
	Total	75	100.0	100.0	

The frequency of respondents in 'On Contract' category is 31 which accounts for 41.3% of the total respondents. The frequency of respondents in 'Full Time' category is 44 which accounts for 58.7% of the total respondents.

C. Descriptive Stats on Unified Constructs**Table – 6 : Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Avg_Trust	75	2.00	4.15	3.1727	.98077
Avg_Affective_OC	75	2.00	4.43	3.2667	.94901
Avg_Normative	75	3.67	4.50	3.9778	.24558
Avg_Cont_OC	75	3.00	4.20	3.6827	.41407
Avg_Job Satisfaction	75	1.76	4.24	3.2368	1.02549
Valid N (Listwise)	75				

N denotes the number of respondents which are 75. Mean is the average. Average affective Organizational Commitment whose value is 3.26 and average continues organizational commitment value is 3.68. Average job satisfaction whose values is 3.23. Highest mean is shown by Average Normative Organizational Commitment whose value is 3.9778 and the least mean is shown by Average Trust whose value is 3.1727.

D. Regression between Organizational Commitment (all) and Job Satisfaction.**Table – 7 : Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.976 ^a	.953	.951	.22799	.953	475.373	3

The values of R and Adjusted R² are 0.976 and 0.951, respectively, according to the Model Summary Table of Linear Regression Analysis. This table provides the R and R² values. The R value represents the simple correlation and is 0.976 (the "R" Column), which indicates a high degree of correlation. The R² value (the "R Square" column) indicates how much of the total variation in the dependent variable, (job satisfaction), can be explained by the independent variable, (Organizational Commitment). In this case it shows 95.1% variance in Organizational Commitment and Job Satisfaction.

Table – 8 : ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	74.129	3	24.710	475.373	.000 ^b
	Residual	3.691	71	.052		
	Total	77.820	74			

A. Dependent Variable: Avg_Job Satisfaction

B. Predictors: (Constant), Avg_Cont_OC, Avg_Normative, Avg_Affective_OC

This table shows that the regression model significantly and accurately predicts the dependent variable. In this table $p < 0.5$ shows that the outcome variables which are Organizational Commitment and Job Satisfaction are highly significant.

Table – 9 : Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.882	1.074		-1.753	.084
	Avg_Affective_OC	.675	.184	.625	3.673	.000
	Avg_Normative	-.142	.186	-.034	-.761	.449
	Avg_Cont_OC	.944	.424	.381	2.224	.029

a. Dependent Variable: Avg_Job Satisfaction

Standard Coefficient value shows that Average Affective Organizational Commitment and Average Continuance Organizational Commitment are positively related to Average Job Satisfaction whereas Average Normative organizational commitment not positively contributed to Job Satisfaction.

E. Regression between Trust and Job Satisfaction.

Table – 10 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1

1	.967 ^a	.935	.934	.26364	.935	1046.577	1
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According to the Model Summary Table of Linear Regression Analysis the value of R is 0.967 and the value of Adjusted R² is 0.934. It shows 93.4% variance in Job satisfaction and Trust.

Table – 11 :ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	72.746	1	72.746	1046.577	.000 ^b
	Residual	5.074	73	.070		
	Total	77.820	74			

a. Dependent Variable: Avg_Job Satisfaction

b. Predictors: (Constant), Avg_Trust

In this table $p < 0.5$, shows that the outcome variable which are organizational Trust and Job Satisfaction are highly significant.

Table – 12 : Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.104		.284	.777
	Avg_Trust	1.011	.031	.967	32.351	.000

a. Dependent Variable: Avg_Job Satisfaction

Standard coefficient value shows that Average Trust is positively related to Average Job Satisfaction.

G. Regression between Job Satisfaction and Organizational Commitment & Trust .

Table 13.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.977 ^a	.955	.952	.22385
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According to the Model Summary Table of Linear Regression Analysis the value of R is 0.977 and the value of Adjusted R² is 0.955. It shows 95.2% variance in Job satisfaction and organizational Trust.

Table 14**ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	74.312	4	18.578	370.750	.000 ^b
Residual	3.508	70	.050		
Total	77.820	74			

a. Dependent Variable: Avg_Job Satisfaction

b. Predictors: (Constant), Avg_Cont_OC, Avg_Normative, Avg_Org Trust, Avg_Affective_OC

In this table $p < 0.5$, shows that the outcome variable which is Job satisfaction are highly significant.

Table 15. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.351	1.09		-1.24	0.219
	Avg_Trust	0.271	0.142	0.259	1.911	0.06
	Avg_Affective_OC	0.477	0.208	0.442	2.291	0.025
	Avg_Normative	-0.183	0.184	-0.044	-0.993	0.324
	Avg_Cont_OC	0.787	0.425	0.318	1.852	0.068

Standard Coefficient value shows that Average organizational Trust, Affective Organizational Commitment and Average Continuance Organizational Commitment are positively related to Average Job Satisfaction whereas Average Normative organizational commitment is not positively contributed to Job Satisfaction.

3.1 Limitations to the Study

The power and generalizability of this study may be constrained by its cross-sectional design and convenience sample from two private hospital. To boost generalizability, future study should include diverse, larger samples from various private hospitals or public institutions. Actual turnover rates and job satisfaction determinants can both be studied in longitudinal prospective research. It is more practical and representative of the impact on job satisfaction to look at actual turnover rates at least a year after the questionnaire was completed.

3.2 Findings of the Study

According to the above data, the level of Normative Organizational Commitment is highest (i.e 3.9778), the level of job satisfaction is 3.23 whereas the level of organizational Trust of the nurses is least (3.1727). Standard Coefficient value shows that Average Affective Organizational Commitment and Average Continuance Organizational Commitment are positively related to Average Job Satisfaction. As per the statistical significance of the regression model, Organizational Commitment and Job Satisfaction Trust and Job Satisfaction are also highly significant. Result shows that organizational trust and commitment is highly impacting the job satisfaction of the nurses of the private hospitals of Ranchi.

4. Conclusion:

The primary goal of the study was to examine the connections between nurses working in a private hospital's organizations' trust, commitment, and job happiness. A thorough evaluation of the literature has been done to determine the knowledge gap. The results of the questionnaire survey data are computed using descriptive statistics, correlation analysis, and regression analysis to produce a foundation upon which the hypothesis can be evaluated. According to the aforementioned findings, job satisfaction is influenced by organisational commitment and trust. As it significantly affects the Nurses' Job Satisfaction Level, the Organisation should concentrate more on developing Organisation Trust and Organisation Commitment in order to keep the Nurses. The organisation should support the nurses to ensure their retention and also improve the quality/productivity of the work provided by them.

5. Discussion and Suggestion:

In hospitals all around the state, nurses are essential in providing basic healthcare services. From admission to discharge, they evaluate patients' requirements, which makes them an essential component of healthcare services. According to the study, Organization trust and Organization commitment as it highly impacts the Job Satisfaction level of the nurses of private hospitals in Ranchi, Jharkhand. According to the results, managers, administration, and management should

take the necessary actions to keep nurses in hospitals satisfied with their jobs. Enhancing these factors can result in improved performance, higher quality, and more efficient patient care.

5.1 Suggestion:

According to the research, private hospitals and healthcare facilities should priorities raising nurse job satisfaction in order to boost hiring and retention. To better understand the elements impacting nurses' job satisfaction, future research should study new facets of job satisfaction and maintain a more expansive conceptual model. The research also makes suggestions for enhancing Ranchi's and India's healthcare systems, including raising spending on healthcare and keeping track of worker satisfaction. The mental, psychological, and social components of the workforce as well as the financial health of hospitals can both be improved by increasing job satisfaction among nurses and hospital administrators.

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