A Study of Relationship between Nursing Performance, Job Satisfaction, and Organizational Commitment

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Abstract. This study examined the factors influencing turnover intention of nurses in integrated nursing service units. A convenience sample of 184 nurses from integrated nursing service units answered structured questionnaires to measure the level of nursing performance, job satisfaction, organizational commitment, and turnover intention. Data were analyzed using t-test, ANOVA, Pearson correlation coefficient, and Stepwise multiple regression. Turnover intention of nurses in integrated nursing service units showed a negative relation with nursing performance, job satisfaction, and organizational commitment. Organizational commitment was the significant predictor of turnover intention followed by age, education level, and nursing performance. There is a need of strategic management in nursing workforce for the settlement and development of integrated nursing service system by enforcing organizational commitment that can lower turnover intention.

Keywords: Nurses, Nursing performance, Job satisfaction, Job commitment, Turnover intention

1 Introduction

In 2013, the Ministry of Health and Welfare initiated pilot program of hospitals with no guardians to resolve the burden of patients hiring patient sitters and established a new paradigm for hospitalization service. Since December 2015, the pilot program changed to integrated nursing service has been enacted and one nurse has provided total care to 8–12 patients. The pilot program resulted in nursing hours increased by 1.7 times per patient and reduced nosocomial infection rates[1], but integrated nursing service has caused work overload in assisting patients’ daily routine[2] and increased nurses’ turnover due to excessive work stress[3]. Organizational commitment and job satisfaction were the most frequently identified variable to predict nurses turnover intention[4]. However, no study has found to consider nurses working in integrated nursing service unit. This study examined the relationships between work
performance, organizational commitment, and job satisfaction, as well as the influence on turnover intention of nurses in integrated nursing service unit.

2 Methods

2.1 Data collection

This study received IRB approval and 20 hospitals running integrated nursing service were selected using convenience sampling. A total of 166 sample was derived using the G*Power 3.1.9, an effect size of .15, power of .95, significance value of .05, and 9 predictors. To accommodate dropouts, 200 questionnaires were distributed. The questionnaires that 184 participants completely answered were analyzed.

2.2 Data analysis

Two independent t-test and ANOVA were employed to analyze relationships between job satisfaction, organizational commitment, and turnover intention according to demographic characteristics. Pearson’s correlation coefficient and stepwise multiple regression were used to review relationship between variables and its effects on turnover intention.

3 Results

3.1 Nursing performance, job satisfaction, organizational commitment, turnover intention

The descriptive analysis of survey on nurses providing an integrated nursing service showed an average score of 3.70±0.46 for nursing performance, 3.15±0.42 for job satisfaction, 3.15±0.42 for organizational commitment, and 3.44±0.88 for turnover intention on a scale of 1-5. It was similar to the results of the study documenting nurses in national and public hospitals[9], which refers to the characteristics of public healthcare organizations. Nursing performance of nurses in general wards(3.61±0.29) was as similar as the nurses in integrated nursing service unit. It was different from the expectations that nursing performance of nurses in integrated nursing service unit with enough staffing may be higher than that of nurses in general ward with nursing staff shortage.
3.2 Nursing performance, job satisfaction, organizational commitment, and turnover intention according to general characteristics

In general characteristics, there were significant differences of nursing performance, job satisfaction, organizational commitment, and turnover intention according to age, marital status, position, clinical experience, and wage. In organizational characteristics, nursing performance was significantly associated with hospital type and organizational commitment was significantly related to number of hospital bed. The results support the literature review of nurses’ turnover intention[10] found to be that the general characteristics relative to turnover intention were age, education, position, marital status, shift, clinical experience, and wage.

3.3 Correlation analysis

Turnover intention of nurses in integrated nursing service unit was negatively related to nursing performance(r=-.16, p<.05), job satisfaction(r=-.38, p<.001), and organizational commitment(r=-.68, p<.001). Organizational commitment was correlated with job satisfaction(r=.50, p<.001) and nursing performance(r=.34, p<.001).

3.4 Regression analysis

Multiple stepwise regression analyses were then performed to test the effect of general characteristics, nursing performance, job satisfaction, and organizational commitment on turnover intention of nurses (Table 1). The most significant predictor of turnover intention was organizational commitment followed by age, associate degree of education, and nursing performance. Predictors explained 51.6% of turnover intention (F=49.84, p<.05). These results suggest that a program in consideration of nurses’ age and education level should be provided to enhance organizational commitment and reduce turnover intention. It may also be a strategy to increase organizational commitment of nurses and establish stability of nursing workforce by helping nurses have a strong attachment to their job and garner better understanding of operation and direction in the healthcare organization.

Table 1. Factors Influencing Turnover Intention (N=184)

<table>
<thead>
<tr>
<th>Variables</th>
<th>β</th>
<th>t</th>
<th>p</th>
<th>Adj. R²</th>
<th>Δ R² (Δ Adj. R²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational</td>
<td>-.58</td>
<td>-9.38</td>
<td>&lt;.001</td>
<td>.45</td>
<td>.46 (.46)</td>
</tr>
<tr>
<td>commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>-.23</td>
<td>-3.60</td>
<td>&lt;.001</td>
<td>.48</td>
<td>.03 (.03)</td>
</tr>
<tr>
<td>&lt; Bachelor’s degree</td>
<td>.15</td>
<td>2.77</td>
<td>.006</td>
<td>.50</td>
<td>.02 (.02)</td>
</tr>
<tr>
<td>Nursing performance</td>
<td>.15</td>
<td>2.66</td>
<td>.009</td>
<td>.52</td>
<td>.02 (.02)</td>
</tr>
</tbody>
</table>

F=49.84, p<.05
4 Conclusion

This study identified the affecting factors of turnover intention among nurses in integrated nursing service. Organizational commitment was a strong significant predictor of turnover intention and then age, associate degree of education, and nursing performance. The study variables explained 51.6% of turnover intention. Hence, the characteristics of public hospital should be considered to significantly influence organizational commitment among nurses in integrated nursing service. Future studies need to provide plans to have nurses feel strong attachment to their job.

References