Original Research Paper

Level of Job Satisfaction, Motivation (Intrinsic and Extrinsic) and Organizational Commitment, Of Nurses Working In Public and Private Hospitals

Sukrita Mukherjee[1]*, Dr. Ishita Chatterjee[2]

ABSTRACT

Job satisfaction is the response that an employee has towards any job, while, organizational commitment can be defined as the emotional responses which an employee has towards his organization. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, it values and objectives, it is also possible for him to be unsatisfied with the job he has in the organization. Nurse Job satisfaction is a crucial topic because hospitals are suffering from lower nurse job satisfaction nowadays. Nurses, on the other hand, also, need to be motivated to accomplish their tasks, provide quality care and contribute to the development of the nursing profession. Lack of motivation can lead to dissatisfaction among nurses, not feeling part of the hospital, intention to quit the hospital and/or nursing profession, and increased work stress levels. The present study aims to understand the level of job satisfaction and organizational commitment of nurses, working in private and government hospitals. The study sample consists of 200 nurses (100 each from private and government hospitals). The ratio was 50-50. The results indicated that the t test value was significant for the domains of Job Satisfaction, Organizational Commitment and Intrinsic Motivation at 0.00 levels, and the value was insignificant for the Extrinsic Motivation at 0.00 levels. Pearson's Product Moment Correlation was also administered and the results indicated that there was a significant correlation between Job Satisfaction and Organizational Commitment of the nurses' working in both public and private sector respectively.

Keywords: Job satisfaction, Job commitment, Intrinsic Motivation, Extrinsic Motivation, Nurse.

Job satisfaction has received extensive empirical research attention over the past several decades of organizational research (Matzler and Renzl, 2007). This has culminated in a diversity of perspectives on the topic. On defining this variable Chi and Gursoy (2009)

---

[1] Dept. Of Applied Psychology, University Of Calcutta, Calcutta, India
[2] Head Of The Department, Dept. Of Applied Psychology, University Of Calcutta, Calcutta, India
*Responding Author

suggests that job satisfaction is the extent to which employees like their work, whereas Koys (2003) defines job satisfaction as the employees' perception and evaluation of the job. Bernhardt, Donthu and Kennett (2000) define job satisfaction as a personal evaluation of the present condition of the job as well as outcomes that arise as a result of having a job. It may also be perceived as a function of the perceived relationship between what one wants from one's job and what one wants from one's job and what one perceives it as offering (Wangerheim, Evanschitzky, and Wunderlich, 2007). Regardless of the theoretical approach used to study job satisfaction, most studies have identified at least two general classifications namely; environmental variables and personal characteristics (Judge et.al 2001). Environmental antecedents of job satisfaction relate to factors that are associated with the job itself as wellasthe work atmosphere, and personal factors focus on individual attributes and characteristics.

Organizational success hinges on the participation of all its employees and hence job satisfaction is a priceless dimension towards organizational performance (Judge Et.al 2010). Employees with higher satisfaction tend to believe that the organization will be more satisfying in the long term, are committed to higher quality of work, more dedicated to the organization, stay longer in the organization, and are more productive on the job (Fraser, 2001). Satisfied workers also tend to engage in selfless behaviours that exceed the formal requirements of a job, have higher retention rates and are more productive (Goslin, 2005). On the other hand, dissatisfied employees exhibit an increased inclination towards unproductive behaviours including withdrawal, burnout and workplace aggression (Faragher, Cass, Cooper, 2005). This will result in loss of production since dissatisfied employees are also more likely to take more work leave (Shields, 2006). Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment (Kaliski,2007). In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George et al., 2008). Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

There are different types of organizations—such as public and private—and despite the differences (Brief, 1998) in their goals, these business organizations have similar methods of employee management. In general, both are defined as groups of people who work together in order to achieve certain goals. These organizations face different challenges and obstacles in conducting their work (Everett, 1995) as they play their roles in their society, which result in the success or failure of the organization. Of course, success of any organization, regardless of societal role, is related to the power that comes from employees and their

motivation and satisfaction in doing their work. Organizations work hard to reach higher levels of employee job satisfaction (Saari& Judge, 2004).

Motivation has always been considered important by researchers because it has a direct relationship with the organization's productivity. Herzberg first proposed the theory in 1959, where he stated about the 'Hygiene Factors' and the 'Motivators'. The Hygiene Factor in this theory represents the extrinsic motivational factors like- job security, promotion and growth, good wages, recognition in the form of physical rewards, etc. The 'Motivators' in this theory represents the intrinsic motivational factors like- interesting work, appreciation, satisfaction, stress, achievement and so on (Swinton 2006, Bloisi et.al, 2007). According to Yoo (2012) the intrinsic and extrinsic motivation are interconnected and employees consider them as most important factors during their job performance. Intrinsic motivation is one the most appropriate and has a strong influence on a worker's creativity (Zhang, 2010). Intrinsic motivated workers employ in a job because of their own interest in it and are more likely to burn up energy to identify problems and find innovative solutions (Cooper and Jayatilaka, 2010). Extrinsic motivation, on the other hand, is the rewards that are presented to the employees as an encouragement to engage in a task in which they cannot employ (Deci 2001). According to Zhang and Bartol (2010), extrinsic motivation can also be defined as when an employee is interested or fascinated by a task, and engages in it for the sake of task itself. Nurses need to be motivated to accomplish their tasks, provide quality care and contribute to the development of the nursing profession (Engin& Com, 2006). Factors such as nurses' workload, salaries, benefits, bonuses, autonomy in the workplace, nurse-physician relationships, nursing leadership styles, reward systems, opportunities for growth and development, recognition and appreciation for good work, have been reported to contribute to nurses' levels of motivation (Barker, 2006). Lack of motivation can lead to dissatisfaction among workers, lack of pride in their work, not feeling part of the hospital, intention to quit the hospital and/or nursing profession, and increased work stress levels. The perceived lack of control over factors that affect practice standards can lead to dissatisfaction, frustration and demoralization (Roseanne & Daniel, 2006).

Surveys of research findings on employee job motivation, have recommended that employees consider intrinsic motivational factors as better motivator than extrinsic motivational factor (Remi, 2011). A meta-analysis was conducted by Deci, (2001), in which they tested hypothesis and concluded that extrinsic motivation tends to diminish the intrinsic motivation. But, in the long term people require intrinsic rewards to keep going on and to perform their tasks Wayne, (2000).

Organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In essence, measuring organizational commitment is an assessment of the congruence between an individual's own values and beliefs and those of the organization (Swailes, 2002). Organizational commitment is characterized as employees' willingness to contribute to organizational goals. When employees are sure that

they will learn and grow, with their current employers, their level of commitment to stay with that particular organization remains higher (Opkara, 2004). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction levels since it would affect the performance of the organization as well (Awang, Ahmed, and Zin, 2010). Job satisfaction is a determinative of organizational commitment (Mayer, John P., Stanley, 2002). The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the response that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, it values and objectives, it is possible for him to be unsatisfied with the job he has in the organization.

Studies of job satisfaction among hospital nurses are important because of relationship between satisfaction, job turnover, and performance. Nurse Job satisfaction is a crucial topic because hospitals are suffering from lower nurse job satisfaction nowadays. The widespread nursing shortage and nurses' high turnover has become a global issue (Kingma, 2001) which is of increasing importance to both the developed and developing countries (Lu et al., 2002).While numerous factors have been linked to nurses' turnover, job satisfaction is the most frequently cited (Irvine and Evans, 1995), and therefore merits attention. Nurse Job satisfaction is a multidimensional phenomenon that is influenced by many variables. Autonomy has been identified as the strongest predictor of nurse job satisfaction, which in turn reflects positively on nurse retention (Finn 2001).Recent studies show that nurses often experience psychological-emotional and physical stress at work (Piko, 2006) and, for this reason, they are highly dissatisfied with their jobs, which in turn results in lower morale and seriously affects the quality of healthcare services. Researchers attribute this phenomenon to differences in values, goals, priorities, work ethics, and expectations among generations of nurses in hospitals (Duchscher & Cowin 2004; Jie Hu, 2004). Nurse job satisfaction can be influenced by tenure due to the different experience, ability and need (Tzeng et.al.2002).As far as nurses are concerned, obviously, the relationship between doctors, supervisors, and peers tremendously affects nurse job satisfaction (Adams & Bond, 2000).

Need for the study
The present study was actually conducted to find out that whether there is a difference between the level of job satisfaction, motivation (intrinsic and extrinsic) and organizational commitment of nurses working in public and private hospitals.

Objectives
1. To study the level of motivation (intrinsic and extrinsic), job satisfaction and organizational commitment of public and private hospital nurses'.

2. To study if there is any statistically significant difference between the public sector and private sector nurses' with respect to level of motivation (intrinsic and extrinsic), job satisfaction and organizational commitment.
3. To study the level of correlation between Intrinsic motivation with job satisfaction and organizational commitment of private and public hospital nurses.
4. To study the level of correlation between Extrinsic motivation with job satisfaction and organizational commitment of private and public hospital nurses.

METHODOLOGY

Sample

For the present investigation a sample group of 200 nurses (100 each from private hospital and government hospital) were selected according to the requirement of the study and convenience of data collection by the researcher.

Inclusion Criteria of the Sample Group:

Age: 25-45 Years.

Gender: Only Female nurses were taken into consideration for this study.

Educational Qualification: B.Sc/ M.Sc in Nursing.

Marital Status: Married/Unmarried. (Both the category of data was taken under consideration).

Area: Howrah, Hooghly and Kolkata.

Years of Experience: Data of only those nurses were taken, who are working/ engaged in the same organization for minimum 3 years.

Tools Used

In conducting the present study 4 questionnaire were administered. They were:
1. Background information schedule.
2. Job satisfaction questionnaire.
3. Organizational Commitment Questionnaire.
4. Motivational Scale questionnaire.

Description of the Tools
1. Background information schedule was developed to cover the aspects like age, gender, educational qualification, marital status, designation, professional experience, residential locality and overall socio-economic status.
2. The "Job Satisfaction Scale" questionnaire was administered. It was developed by Warr et.al (1979). This scale is widely used to measure job satisfaction in Industrial Organisational Psychology's research and practise. This scale measure has two subscales assessing satisfaction with extrinsic and intrinsic aspects of a job. It measures the degree of a person's self-reported satisfaction with the intrinsic and extrinsic features. It consisted 15 items to describe overall job satisfaction. For each item there were 6 response categories namely: Extremely Satisfied- (6), Moderately Satisfied- (5),

Mildly Satisfied- (4), Mildly Dissatisfied- (3), Moderately Dissatisfied- (2), Extremely Dissatisfied- (1).

Scoring: The total score indicated the Job Satisfaction of the respondent. The score range is 1-90. The ratings of each statement are to be added in order to get the total score.

The Chronbach's Alpha method of Reliability was used in order to determine the extent to which each of the categories is reliable. After administering it was found out that for the category of nurses working in public hospitals, it was 0.779, and for those working in private hospitals, it was 0.894.

3. After this, the "Organizational Commitment Questionnaire" (OCQ) was administered. It was developed by Mowdy et.al (1979). The questionnaire measured the degree of an individual's organizational commitment. It consisted of 15 questions in order to measure the overall organizational commitment of an employee. For each item there were 7 response categories namely: Strongly Disagree- (1), Moderately Disagree- (2), Slightly Disagree- (3), Neither Disagree nor Agree- (4), Slightly Agree- (5), Moderately Agree- (6), Strongly Agree- (7). "R" denotes negatively phrased and reversed scored items.

   Scoring: For Direct Items: 1,2,3,4,5,6,7 (The scoring was in this order).

   For Indirect Items: 7,6,5,4,3,2,1 (the scoring was in this order).

   Again, the Chronbach's Alpha method of Reliability was used in order to determine the extent to which each of the categories is reliable. After administering it was found out that for the category of nurses working in public hospitals, it was 0.848, and for those working in private hospitals, it was 0.979.

4. Lastly, but not the least, the Motivational Scale (Extrinsic and Intrinsic motivational factors) was administered. The scale was constructed by Uday Pareek (1996). This scale measures the intrinsic and extrinsic motivation or what Herzberg called 'motivators' and 'hygiene factors'. The instrument contains 14 items, 7 related to intrinsic and 7 related to extrinsic motivation respectively. The respondents were asked to rank 14 items depending on their importance to them from 1 (highest rank) to 4 (lowest rank). The ranks given were added for the category of intrinsic motivation and also for the category of extrinsic motivation respectively.

   Scoring:

   For intrinsic motivation: 4, 6, 8, 9, 10, 12 and 14.

   From extrinsic motivation: 1, 2, 3, 5, 7, 11, and 13.

   The Chronbach's Alpha method of Reliability was used in order to determine the extent to which each of the categories is reliable. After administering it was found out that for the category of nurses working in public hospitals, it was 0.880, and for those working in private hospitals, it was 0.723.

RESULTS AND DISCUSSION

Brief Summary of the Mean and S.D of the Variables under Study

| Variables	Public		Private	
	Mean	S.D	Mean	S.D
Job Satisfaction	75.54	9.41	65.34	14.90
Organizational Commitment	52.71	9.38	64.74	9.05
Intrinsic Motivation	62.80	5.36	49.66	9.15
Extrinsic Motivation	62.89	7.75	61.74	6.27

From the above table, it can be seen that, under the domain of *Job Satisfaction* the *mean value* of the nurses working in the public hospital, has been found out to be 75.54, compared to the *mean value* of the nurses working in the private hospital which is 65.34. The mean score value indicates for the nurses' working in public hospital, has a high value while the mean score value of the nurses' working in private hospital, has a moderate value. Under the domain of *Organizational Commitment,* the *mean value* of the nurses working in the private hospital has been found out to be 64.74 compared to the *mean value* of the nurses working in the public hospital which is 52.71.The mean score value indicates for the nurses' working in public hospital, has a moderate range value while for the nurses' working in private hospital, also has a moderate value. Again, under the domain of *Intrinsic Motivation*, the *mean value* of the nurses working in the public hospital has been found out to be 62.80 compared to the *mean value* of the nurses working in the private hospital which is 49.66.The mean score value of the nurses' working in public hospital, has a high value while for the nurses' working in private hospital, has a low value. Finally, under the domain of *Extrinsic Motivation* the *mean value* of the nurses working in the public hospital, has been found to be 62.89, compared to the *mean value* of the nurses working in the private hospital which is 61.74.The mean score value of the nurses' working in public hospital, has a moderate value while for the nurses' working in private hospital, also has a moderate range value.

Thus, *Objective 1* was determined.
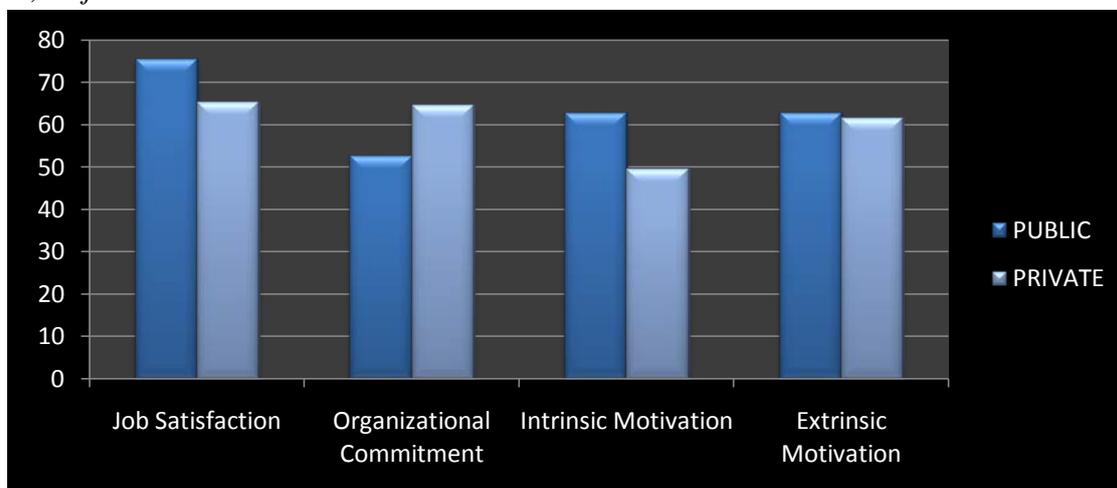
A Schematic Presentation Of The Mean Scores Of Nurses Working In Public And Private Hospital Respectively.

Level of Job Satisfaction, Motivation (Intrinsic and Extrinsic) and Organizational Commitment, Of Nurses Working In Public and Private Hospitals
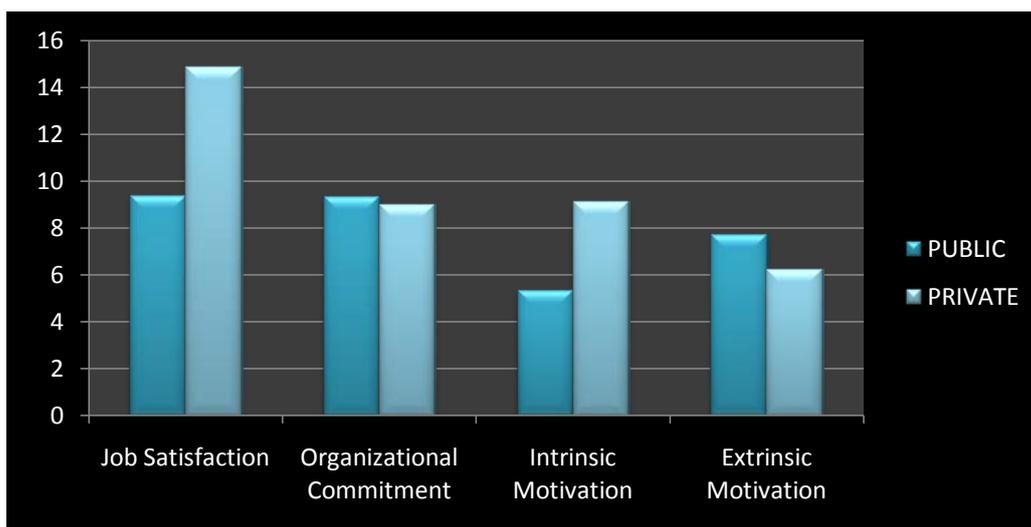
A Schematic Presentation Of The S.D Scores Of Nurses Working In Public And Private Hospital Respectively.

Independent Sample Test

	T	Df	Sig. (2-Tailed)
Job Satisfaction	5.78	198	0.00
Organizational Commitment	-9.22	198	0.00
Intrinsic Motivation	12.37	198	0.00
Extrinsic Motivation	1.15	198	0.25

For the domain of Job Satisfaction, the *t score* value has been found out to be 5.78 which are significant at 0.00 levels. For the domain of Organizational Commitment, the *t score* value has been found out to be -9.22 which is significant at 0.00 levels. For the domain of Intrinsic Motivation, again, the *t score* value has been found out to be 12.37 which are significant at 0.00 levels. Lastly, for the domain of Extrinsic Motivation, the *t score* value has been found out to be 1.15, which is insignificant at 0.25 levels.

There was found out to be a statistically significant difference between the public sector and private sector nurses' with respect to the level of intrinsic motivation, job satisfaction and organizational commitment. No such difference was found with respect to extrinsic motivation, job satisfaction and organizational commitment. Thus, *Objective 2* was partially supportive.

Correlation (Nurses Working In Public Hospital)

		Organizational Commitment	Intrinsic Motivation
Job Satisfaction	**Pearson Correlation**	0.224*	0.014
	Sig. (2-Tailed)	0.025	0.889
Organizational Commitment	**Pearson Correlation**	1	-0.047
	Sig. (2-Tailed)		0.646

The Pearson's Product Moment Correlation was applied in order to find out the correlation amongst the variables. It was found that there was a significant correlation between Job Satisfaction and Organizational Commitment. But there was no significant correlation between Organizational Commitment and Intrinsic Motivation.

Correlation (Nurses Working In Private Hospital)

		Organizational Commitment	Intrinsic Motivation
Job Satisfaction	**Pearson Correlation**	0.349*	0.002
	Sig. (2-tailed)	0.000	0.982
Organizational Commitment	**Pearson Correlation**	1	0.018
	Sig. (2-tailed)		0.857

The Pearson's Product Moment Correlation was, again, applied in order to find out the correlation amongst the variables. It was found that there was a significant correlation between Job Satisfaction and Organizational Commitment. But there was no significant correlation between Organizational Commitment and Intrinsic Motivation.

Thus, *Objective 3* has been supportive and *Objective 4* has not been found to be supportive.
A study was conducted by Olfat A. Salem, Fatma M. Baddar, Hind M. AL-Mugatti (2016) on 591 nurses to assess the relationship between nurse's job satisfaction and organizational commitment. The findings revealed that majority of nurses have fair satisfaction to their job and most nurses had a good commitment to their organization. There was no statistically significant association between total intrinsic and extrinsic scores of satisfaction and total commitment individual domains score. In conclusion satisfied nurses tend to be more loyal to their organization. In this study, also, it was seen that the nurses' working in the both public sector and private sector respectively, there was a significant correlation between Job Satisfaction and Organizational Commitment. Another study was conducted by Mahmoud AL-Hussami (2008) whose purpose was to investigate the relationship of nurses' job satisfaction to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. Pearson product-moment correlation coefficient revealed that positive correlation existed between the dependent variable and the following independent variables. In this study, there was a significant correlation between job satisfaction and organizational commitment. Again a study was conducted by Ali Muhammad Mosadehgrad & Masoud Ferdosi (2013), on the job

satisfaction and organizational commitment which depended upon the leadership style of managers (healthcare professionals). The results stated that hospital employees were moderately satisfied with their jobs and committed to their organization. Salaries, benefits, promotion, contingent rewards, interpersonal relationships and working conditions were the best predictors of job satisfaction among hospitals employees. Leadership, job satisfaction and commitment were closely interrelated. Another study was conducted by Ahmed S. Al-Aameri (2000), which also intended to find out the extent to which nurses in public hospitals are satisfied with their jobs and committed to their hospitals. The means and standard deviations show that nurses are satisfied with their jobs to some extent, and they are slightly committed to their hospitals. Batista, Vieira, Cardoso and Carvalho (2005), found in their studies that older nurses having children possess a more stable employment contract which allows them to have career development, then, in these cases it is an indicator of motivation and satisfaction on the part of professionals. In this study, it was found that there was no significant correlation between Organizational Commitment and Intrinsic Motivation for the nurses' working in both public sector, and private sector respectively. Studies also reported that insecurity at work weakens motivation Herzberg etal. (1959) and Staufenbiel, et al. (2006).Another study was conducted by Kristi Toode (2015) on Nurses' Work Motivation (the study focused mainly intrinsic motivation) where the results indicated that the majority of hospital nurses had a strong intrinsic work motivation, and/or a moderate identified regulation to work because they enjoyed the work and/or it was in accordance to their needs, values and goals. Fátima Gomes and Teresa Proença (2015) also conducted a study on Nurses' Motivation and Satisfaction at Work (the study focused mainly on extrinsic motivation) where the results indicated that that the relationship with the patients was the most important factor for nurses' satisfaction, followed by satisfaction with the job content. Remuneration was the factor in which nurses showed the least satisfaction. Wu, I.J. Norman (2005) also conducted a study on the relationships between job satisfaction and organizational commitment, role conflict and ambiguity, and demographic variables associated with retention of nurses within the Chinese healthcare workforce. Descriptive and inferential statistical analysis of the data revealed a positive relationship between job satisfaction and organizational commitment, and a negative relationship between job satisfaction and role conflict and ambiguity.

Implications
In nursing practice, it is essential for each nurse to personally understand that their own work motivation depends on their individual thoughts and cognitions about themselves, in the context of different working situations and environments. Nursing profession is considered to be one the most novel profession in the world, on whom, depends life/death/care of the humanity. So, if they are not satisfied and they are not committed with their job, then, it will lead to fatal risks of the patients. Therefore, it is necessary to gain an insight into the job satisfaction and commitment of the nurses, and also to find the role of intrinsic and extrinsic motivation for the same. Lastly but not the least, Motivation as a component of an organizational environment is a fundamental factor for the success of an organization, from

which workers cannot be detached. Knowing the factors that influence the motivation of professionals is complex, since every individual is unique. To successfully motivate people is without a doubt one of the most challenging of tasks, but it is the thing which gives the most satisfaction and commitment to those who can, mainly in times of crisis. Thus, it is equally important to have an in-depth idea about the motivators that will increase the satisfaction and commitment of the nurses is relevant for increasing the overall quality of service in the healthcare sector.

Conflict of Interests: The author declared no conflict of interests.

REFERENCES

Adams, A. & Bond, S. (2000). Hospital Nurses' Job Satisfaction, Individual and Organizational Characteristics. *Journal of Advanced Nursing*, 32, pg: 536-543.

Ahmed S. Al-Aameri, PHD: Job satisfaction and organizational commitment for nurses. *Saudi Medical Journal 2000*; Vol. 21 (6): pg-531-535.

Ali Muhammad Mosadehgrad & MasoudFerdosi (2013): *Leadership, Job Satisfaction and Organizational Commitment in Healthcare Sector: Proposing and Testing a Model.* 2013; 25(2): pg: 121–126.

Awang, Z., Ahmad, J. H. &Zin, N. M. (2010). Modelling Job Satisfaction And Work Commitment Among Lecturers: A Case of UiTM Kelantan. *Journal of Statistical Modeling and Analytics*,1(2), pg: 45-59.

Aziri, B. (2008). Menaxhimi i burimevenjerëzore, Satisfaksioningapunadhemotivimi i punëtorëve, Tringa Design, Gostivar, p. 46.

Barker, A.M. 2006. Transformational nursing leadership: a vision for the future. Fairfield: Jones& Bartlett.

Batista, A., Vieira, M., Cardoso, N., Carvalho, G. (2005). "Fatores de motivaçãoeinsatisfação no trabalho do enfermeiro". Revista da Escola de Enfermagem da USP, 39(1), 85-91.

Bernhardt, K. L., Donthu, N., & Kennett, P. A. (2000). A longitudinal analysis of satisfaction and profitability. *Journal of Business Research*, 47, 161-171.

Bloisi W, Cook CW, HunSaker PL (2007).Management and Organisational Behaviour.Second European Ed. New York: McGraw – Hill Education.

Brief, Arthur P. (1998).Attitudes in and Around Organizations. Thousand Oaks, CA: Sage.

Chi, C. G., &Gursoy, D. (2009). Employee satisfaction, customer satisfaction and financial performance: An empirical examination. *International Journal of Hospitality Management*, 28, 245-253.

Cooper.B.R.&Jayatilaka.B.(2010).Group creativity: The effects of Extrinsic, Intrinsicand obligation motivations. *Journal of creativity research.*18 (2), 153 172.

Deci, E., Koestner, R., & Ryan, R. M. (2001).Extrinsic rewards and intrinsic motivation in education: Reconsidered once again. *Review of Educational Research*, 71(1), 1–27.

Duchscher, J.E.B., & Cowin, L. (2004). Multigenerational nurses in the workplace. *Journal of nursing administration,* 34 (11), pg: 493-501.

Engin, E. & Com, O. 2006.Correlation between psychiatric nurses' anger and job motivation. *Archives of psychiatric Nursing*, 20(6):208–275.

Engin, E. & Com, O. 2006.Correlation between psychiatric nurses' anger and job motivation. *Archives of psychiatric Nursing*, 20(6):208–275.

Everett, M. (1995).*Making a Living While Making a Difference: A Guide to Creating Careers with a Conscience*. New York: Bantam Books.

Faragher, E. B., Cass, M., & Cooper, L. C. (2005). The relationship between job satisfaction and health: A meta-analysis. *Journal of Occupational and Environmental Medicine*, 62, 105-112.

Fátima Gomes, Teresa Proença. Nurses' Motivation and Satisfaction at Work: An Exploratory Study at the Centro Hospitalar S. *João. n*. 558 April 2015 ISSN: 0870-8541.

Finn, C. P. (2001). Autonomy: An important component for nurses' job satisfaction. *International Journal of Nursing Studies*, 38(30), pg: 349-357.

Fraser, J. A. (2001). *White-collar sweatshop: The deterioration of work and its rewards incorporate America*. New York: Norton and Company.

George, J.M. and Jones, G.R. (2008). *Understanding and Managing Organizational behavior, Fifth Edition*, Pearson/Prentice Hall, New Jersey, pg: 78.

Goslin, P. A. (2005). Managing employee satisfaction of volunteers in South African sport. *African Journal for Physical Health Education*, 12(1), 1-40.

Herzberg, F., Mausner, B. & Snyderman, B. (1959).The motivation to work. New York: John Wiley

Irvine, D.M., Evans, M.G., 1995. Job satisfaction and turnover among nurses-integrating research across studies. *Nursing Research* 44 (4), pg: 246–253.

Jie Hu and Huaping Liu (2004). *Job satisfaction among nurses in China* (2004), Home Health Care Management &Practice, 17(1), pg: 9-13.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton. G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376-407.

Kaliski, B.S. (2007). Encyclopedia of Business and Finance, Second edition, *Thompson Gale*, Detroit, p. 446.

Kingma, M., 2001. Nursing migration: global treasure hunt or disaster-in-the-making? *Nursing Inquiry* 8, pg: 205-212.

Koys, D. (2003). How the achievement of human resources goals drives restaurant performance. Cornell Hotel and Restaurant Administration Quarterly, 44(1), 17-24.

Kristi Toode Nurses' Work Motivation Essence and associations. ActaU niversitatis Tamperensis 2036 Tampere University Press Tampere 2015. Suomen Yliopistopaino Oy – Juvenes Print Tampere 2015.

L. Wu, I.J. Norman: An investigation of job satisfaction, organizational commitment and role conflict and ambiguity in a sample of Chinese undergraduate nursing students. Accepted 24 October 2005.*Nurse Education Today* (2006) 26, pg: 304–314.

Lu, K.-Y., Lin, P.-L., Wu, C.-M., Hsieh, Y.-L., Chang, Y.-Y.,2002. The relationship among turnover intentions, profes-sional commitment, and job satisfaction of hospital nurses. *Journal of Professional Nursing* 18 (4), pg: 214–219.

Mahmoud AL-Hussami, RNAssistant Professor, Faculty of Nursing, University of Jordan, Amman 11942 Jordan: A Study of Nurses' Job Satisfaction: The Relationship to Organizational Commitment, Perceived Organizational Support, Transactional Leadership, Transformational Leadership, and Level of Education *European Journal of Scientific Research* ISSN 1450-216X Vol.22 No.2 (2008), pg:286-295.

Matzler, K., & Renzl, B. (2007).Assessing asymmetric effects in the formation of employee satisfaction. *Tourism Management*, 28, 1093-1103.

Meyer, J. P., Stanley, 2002. Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1)pg:20-52.

Mullins, J.L. (2005). Management and organizational behaviour, Seventh Edition, *Pearson Education Limited,* Essex, p. 700.

Okpara, J. O. (2004). *Job Satisfaction and Organizational Commitment: Are there differences between American and Nigerian Managers Employed in the US MNCs in Nigeria?* Academy of Husine:;:s&: Administrative Sciences, Rrittrcliffe College: Switzerland.

Olfat A. Salem, FatmaM. Baddar, Hind M. AL-Mugatti (BSN, RN, MSN, PhD;BSN, RN, MSN, PhD;BSN, RN, MSN) : Relationship between Nurses Job Satisfaction and Organizational Commitment. *IOSR Journal of Nursing and Health Science* (IOSR-JNHS) e-ISSN: 2320–1959.p- ISSN: 2320–1940 Volume 5, Issue 1 Ver. I (Jan. - Feb. 2016), Pg: 49-55.

Piko, B.F. (2006). Burnout, role conflict, job satisfaction and psychosocial health among Hungarian health care staff: A questionnaire survey. *International Journal of Nursing Studies*, 43, pg: 311-318.

Remi Aworemi, Joshua. Abdul-Azeez, Ibraheem Adegoke. Durowoju, Stella Toyosi. An Empirical Study of the Motivational Factors of Employees in Nigeria. *International Journal of Economics and Finance*. Vol. 3, No. 5; October 2011.

Roseanne, C.M. & Daniel, J.P. 2006.Application and extension of motivation theory to professional nursing work. *Journal of Health Organisation and Management*, 20(1):15–48.

Saari, L. M., & Judge, T. A. (2004).Employee attitudes and job satisfaction. *Human Resource Management,* 43(4), pg-295-407.

Shields, M. (2006).Unhappy on the job. *Health Report*, 17(4), 82-003.

Staufenbiel, T.; Kroll, M. &König, C. (2006). "Could Job Insecurity (also) Be a Motivator?" In Braun, M. & Mohler, P. (eds) *Beyond the Horizon of Measurement*. 163-175.

Swailes, S. (2002). Organizational commitment: a critique of the construct and measures. *International Journal of Management Review*, 4(2), pg-155-178.

Swinton, L (2006). *How To Increase Your Work and Life Satisfaction: Put Abraham Maslow Theory Into Practice.* Available at: <http://www.mftrou.com/abrahammaslow-theory.html>.[Retrieved 2013-11-09]

Barker, A.M. 2006. Transformational nursing leadership: a vision for the future. Fairfield: Jones & Bartlett.

Tzeng, H.-M. (2002). The influence of nurses' working motivation and job satisfaction on intention to quit: an empirical investigation in Taiwan. *International Journal of Nursing Studies*, 39 (8), pg: 867-878.

Wangenheim, F. W., Evanschitzky, H., & Wunderlich, M. (2007). Does the employee–customer satisfaction link hold for all employee groups? Journal of Business Research, 14(3), 304-48.

Wayne, K, Thomas (2000). *Intrinsic motivation at work. Building energy and commitment. San Francisco*: Berrett Koehler Publishers. E-book.

Yoo.J.S. Han. H.S & Haung.W.(2012). The roles of intrinsic and extrinsic motivators in promoting e-learning in the workplace: A case from South Korea. *Journal of Human behavior*, 28, 942-950.

Zhang, X., &Bartol, K. M. (2010).Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal,* 53, 107-128.

Zhang.A.(2010). Linking Empowering Leadership And Employee Creativity: The Influence Of Psychological Empowerment, Intrinsic Motivation, And Creative Process Engagement. *Academy of management journal*. 53(1), 107-128.