

Employee Motivation at Nursing Colleges: Impact on Workplace Satisfaction and Organizational Commitment

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Received: 09th April 2021

Revised: 03rd June 2021

Accepted: 29th June 2021

Published: 15th July 2021

Abstract: This article's objective is to determine the elements that influence employee motivation while also looking at how they affect both job satisfaction and organizational commitment. Samples of 100 respondents were chosen for the study based on the researcher's assessment, and data was collected via a questionnaire. The study used a survey research approach to gather research data from private nursing colleges in Hyderabad Sindh personnel who worked at various functional levels. The analysis of the literature from various sources and studies reveals that there is a direct and significant relationship between employee motivation and their performance, contentment, and loyalty to the company. According to these findings, organizational commitment and satisfaction are related. The study found that diverse motivating factors have a 78% impact on job satisfaction and a 68% impact on organizational commitment. The administration of private nursing colleges in Hyderabad Sindh is advised to give their personnel the greatest training possible and include them in more projects to ensure their satisfaction with their work. At private nursing colleges in Hyderabad Sindh, collective decision-making needs to be implemented, and the top employees and service recipients need to get honors.

Keywords: Employees motivation, workplace satisfaction, organizational commitment

Introduction

Any company and organization aspires to success as well as continuous improvement. Organizations of all sizes, with varying levels of technology and market emphasis, struggle to retain employees in the present, fiercely competitive environment (Emami and Nazari, 2012). Strong, enduring bonds between employees and their organizations must be established and upheld if these limitations are to be overcome. Any organization's most important component is its human resource, or its personnel,

hence it is important to influence and encourage them to complete their tasks. Organizations create several strategies to compete with rivals and to improve organisational performance in order to achieve wealth (Ahmad, 2014). Only a small minority of businesses think that their people are their most valuable assets and that they are what will determine whether they succeed or fail, depending on how well they are focused. No organization can advance or be successful unless and until its personnel are happy with it, motivated to complete duties and reach goals, and encouraged to do so. The focus of this study is to study the various motivational aspects persists among the private nursing colleges in Hyderabad Sindh. Hence ,strong motivational urge is required to bring out the best performance among these employees (Awang et al., 2010).The purpose of the study is to analyze the impact of employees' motivation on their job satisfaction and organizational commitment. The study has two sub-objectives; firstly the factors that increase motivation of employees are to be determined. Secondly the relationship of employee motivational factors with their job satisfaction and organizational commitment is to be examined.

Review of the literature and creation of a hypothesis

In his study "Predicting nursing turnover with catastrophe theory," Wagner (2010) claimed that nursing turnover is a dangerous outcome because it is associated with loss of individual and organisational performance, a significant decline in care quality, an increase in workload for the staff who survived the turnover, a loss of morale, and further turnover. An organization's alleged "dysfunction" can be identified by its high employee turnover. Recent studies have really demonstrated that a high nursing turnover rate can have a detrimental effect on the organization's capacity to effectively address patients' needs and deliver a good standard of care. According to research, rewards can now lead to employee happiness, which has a direct impact on how well they perform. By influencing individual or group behavior, rewards are management tools that ideally increase a company's effectiveness. To motivate and encourage top level performances from employees, all firms use compensation, promotion, bonuses, and other sorts of rewards. To effectively use pay as a motivator, managers must take salary structures into account, which should include the value the firm places on each job, performance-based pay, personal or special allowances, fringe benefits, pensions, and so forth.

The relationship between organisational culture and organisational commitment has been examined in numerous studies. Hadian conducted a study in 2017 to examine the relationship between cultural studies, organisational commitment, and organisational culture in an Indonesian context. The study's findings emphasized the critical role that organisational culture and organisational dedication have in the services provided to the general public.

The impact of organisational commitment on employee performance was the subject of a study project conducted by Musabah et al. in 2017 in Omani enterprises. Relative and task-based performances were used in the study to gauge employee performance. All organisational commitment factors have a significant impact on the aspects of employees' performance, both relative and task-based, according to the study's conclusions.

The extent of employees' organisational commitment and the impact of job satisfaction on organisational commitment in India were the subjects of a different study by Joices et al. (2017). The study found that leadership might play a mediating function in linking job happiness and organisational commitment, and that employee satisfaction and leadership had a significant impact on employees' organisational commitment.

In order to better understand the relationships between job involvement, the reward system, organisational commitment, and other factors in a Pakistani context, Tasleem and Ishaq (2016) conducted a study. According to the study, organisational commitment is strongly positively correlated with job participation, reward systems, and Organizational Culture.

A study carried out in Switzerland sought to determine the relationships between levels of affective organisational commitment and organizational, situational, and care workers' qualities, as well as between affective organisational commitment and care workers' outcomes (Graf et al., 2016; Khan, et. al., 2021). The study indicated that affective organizational commitment positively correlated with a variety of variables, including leadership, work satisfaction, and healthcare quality.

With regard to the notions of job satisfaction with emotional commitment, organisational behavior, and organizational citizenship behaviour in Pakistan, Kazmi and Jamal's (2017) study aimed to investigate the mediating influence of life satisfaction among employees. According to the study, there is little correlation between organizational citizenship behaviour and life satisfaction. Furthermore, it was discovered that job satisfaction and affective commitment function as a precursor for the association between job satisfaction and affective commitment and organizational citizenship behavior, and that these relationships are both positively and indirectly mediated by life satisfaction.

Alvi et al. (2014) conducted research to determine how Organizational Culture affected employee engagement and job satisfaction in a Pakistani context. According to the study, there is a connection between favorable OC and employee commitment and job happiness.

In their study "Determinants of Job Satisfaction Among Employees of Banking Industry at Bahawalpur," Saba Salem et al. (2013) examined the effects of determinants of job satisfaction on employees of the banking industry and discovered that all variables, including organizational policy and strategy, nature of work, communication, job stress, employee personality, and recruitment and selection procedures, have a significant relationship with employees' job satisfaction. Furthermore, the hypotheses below are proposed based on the above existing relevant literature review:

H 1. To determine the factors most effective at motivating employees.

H 2. To determine how different factors affect employees' organizational commitment and job satisfaction

METHODOLOGY

Through staff working in various levels and hierarchies inside the private nursing colleges in Hyderabad Sindh, an effort was made to gather thorough data. For this study, 100 sample respondents will serve as the sample size. The employees working at various levels in private nursing colleges in Hyderabad Sindh were chosen as the sample respondents for this study since the purpose of this research is to directly identify the motivating elements that drive private nursing colleges in Hyderabad Sindh personnel. These individuals were chosen based on the researcher's excellent judgment, who believed they met the requirements for becoming a respondent and could comprehend the study's main goal. In order to compare employee motivational elements based on their tenure of services and position in the firm, the researcher tried to cover all levels and various periods of tenure of services. Under the supervision of a supervisor, the primary data were gathered using a self-administered questionnaire that had been adopted and slightly changed to fit the needs of this study. There are two sections to the questionnaire. Demographic data, general information about respondents, and questions aimed at learning more about the management's motivational strategies at private nursing colleges in Hyderabad Sindh make up

section A. The sample respondents' loyalty to the organization and work satisfaction are evaluated in Section B.

Findings and Discussion

The demographic breakdown of the respondents is shown in Table 1. According to the findings of the descriptive analysis for demographic data, among the 100 samples evaluated The respondents' ages ranged from up to 25 years old to over 45 years old, with the majority of them lying between the age groups of "26-35" (47%), "36-45" (29%), "up to 25 years" (5%), and "> 45" (19%). The majority of respondents (65%) were married, and 43% had a graduate degree or higher, with 29% having a postgraduate degree and 17% having none. 88% of respondents earn between 35,001 and 85,000 each month.

1. Table 1: Respondents' Profiles

Demographic	Frequency	%
Gender		
Female	89	89.0
Male	11	11.0
Age		
< 25	5	5.0
26 to35	47	47.0
36 to 45	29	29.0
>45	19	19.0
Marital Status		
Married	65	65.0
Unmarried	29	29.0
Others	6	6.0
Education		
Diploma	11	11.0
Graduate	43	43.0
Post Graduate	29	29.0
Others	17	17.0
Income		
Up to 35,000	4	4.0
35001-50,000	61	61.0
50001-85,000	27	27.0
Above85,000	8	8.0

According to the organizational structure, the majority of responders (56%) are from junior management levels, while 33% are from non-managerial backgrounds, such as manufacturing units in plants, and only 4% are from middle or senior level management. Additionally, it was discovered that the majority of respondents (59%) are not very experienced and have been employed by private nursing colleges in Hyderabad Sindh for only 5 years, which suggests a high attrition rate, whereas 41% of respondents had previous employment with private nursing colleges in Hyderabad Sindh. This demonstrates that people were generally content and enjoyed their employment. These findings are in line with conclusions of a study done in 2019 by Alamir et al., which showed that an employee's years

of experience do influence their degree of job satisfaction. These results also support the findings of Ahmed and Umrani (2019), which show that layoff threats, rapid turnover, a lack of welfare programs, and a lack of opportunities for vertical advancement all contribute to job discontent. The degree of job satisfaction is, however, increased by a safe work environment, welfare programs, and job security.

Table2: Position in College

	Frequency	Percent	Valid Percent	Cumulative Percent
Supporting Staff	33	33	33	33.0
Junior Teachers	56	56	56	89.0
Senior Teachers	7	7	7	96.0
Principal	4	4	4	100.0
Total	100	100.0	100.0	

Table 3: Period of service

	Frequency	Percent	Valid Percent	Cumulative Percent
<2 Years	16	16	16	16.0
2 to 5 Years	43	43	43	59.0
5 to10Years	33	33	33	92.0
>10Years	8	8	8	100.0
Total	100	100.0	100.0	

Table 4: Organizational Commitment and Job satisfaction

Dependent Variable	Independent Variable	b-value	Beta	t-value
Organizational Commitment	Career Development	0.11	0.12	2.33
	Monetary Benefits	0.52	0.39	6.85
	Non-monetary Benefits	.117	.265	2.852
	Working Condition	0.26	0.19	3.34
	Recognition Programs	.142	.129	2.405
R²=0.78,F=102.78,p<0.05				
Job Satisfaction	Career Development	0.253	0.281	4.883
	Monetary Benefits	0.257	0.299	5.075
	Non-monetary Benefits	0.076	0.039	0.652
	Working Condition	0.285	0.176	3.097
	Recognition Programs	0.376	0.152	2.388

$R^2=0.691, F=91.74, p<0.05$

Considering a suitable Likert type scale was used in this study, it is critical to assess the questionnaire's reliability and internal consistency. To do this, a Cronbach's alpha test is used. The reliability of a total of 26 scale constructs was investigated. The effects of various motivating factors on organisational commitment and work satisfaction were evaluated using multiple regression analysis. It is discovered that all aspects significantly affect the employees' organisational commitment after analysing the significant variables that account for it in the private nursing colleges in Hyderabad Sindh work force. These variables account for 78% of the variation in the organisational commitment level of private nursing colleges in Hyderabad Sindh personnel, according to the adjusted R^2 of this model, which stands at 0.78. Money advantages produced the highest variation in organisational commitment (at 39.8%), whereas career development produced the lowest variation (at 21.9%). The outcomes of the regression model could scarcely have happened by chance, according to the substantial F-ratio ($F = 102.78, p = 0.000$). The model's goodness-of-fit is thus acceptable. The organisational commitment of the private nursing colleges in Hyderabad Sindh staff is considerably and favourably influenced by all five criteria. The influence of each independent variable on the dependent variable, organisational commitment, can be evaluated based on the beta coefficient of each independent variable. The most significant factor affecting employees' motivation at private nursing colleges in Hyderabad Sindh as shown in Table 4 was the variable "Monetary benefits," which had the highest t-value of 6.85 and the standardized coefficient value of 0.39. Working conditions came in second with a standardized coefficient value of 0.19 and a t-value of 3.34.

To examine the impact of motivating factors on employee work satisfaction at private nursing colleges in Hyderabad Sindh, a separate regression analysis was carried out. Using work satisfaction as the dependent variable, Table 4 shows the findings of the regression analysis. It was observed that each of the five elements had a sizable impact on the employees' job satisfaction at private nursing colleges in Hyderabad Sindh. According to the model's adjusted R^2 , which is 0.691, these various characteristics or determinants have a 69% impact on employees' job satisfaction. Financial benefits, which account for 29.3% of the variation in job satisfaction, and non-financial benefits, which account for 9.12% of the variation. The outcomes of the regression model could scarcely have happened by accident, according to the substantial F-ratio ($F = 91.74, p = 0.000$). The most significant factor influencing job satisfaction among private nursing colleges in Hyderabad Sindh employees, as shown in Table 4, was the variable "Monetary benefits," which had the highest t-value (5.075) and the standardized coefficient value (0.299). Career Development came in second with a standardized coefficient value of 0.281 and a t-value of 4.883.

Conclusion

Employee performance, which improves work satisfaction and organisational commitment, is greatly influenced by motivation. According to this study, there is a 78% increase in organisational commitment and a 69% increase in job satisfaction among private nursing colleges in Hyderabad Sindh personnel when considering the various motivational dimensions or elements stated above. Some novel factors that were able to produce a variance of nearly 64% in the degree of motivation among private nursing colleges in Hyderabad Sindh personnel were identified as the most potent motivators. Internal satisfaction with the job, organization, and organisational environment is achieved by thanking the employees for their hard work and allowing them to participate in decision-making. Thus, they become more enthusiastic and motivated to complete an activity, which improves performance. Any firm can benefit from having highly engaged personnel. These workers boost output while also showing loyalty to

the company. It is suggested that management give employees at all levels frequent training and recognize outstanding service and performance in order to both inspire and foster a spirit of competitiveness and higher achievement. Employees have a sense of belonging when they are involved in corporate decision-making. This makes them feel like they are a member of a family.

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