

**Job Satisfaction, Psychological Wellbeing as Determinants of Organisational Commitment among Psychiatric Nurses**

by

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**Abstract**

Health workers particularly nurses play important roles in ensuring good health condition of human population in the hospitals at all levels. Their level of job commitment at work cannot be overemphasized because it has a long way of affecting human lives generally. This study therefore investigated the relationship among job satisfaction, psychological wellbeing, and organisational commitment among the Psychiatric Nurses in Neuropsychiatric Hospital, Abeokuta, Ogun State. A sample of two hundred and twenty (220) nurses were selected through simple random sampling technique and three research instruments were used in collecting data. Data collected were analysed using Multiple Regression Analysis. The result showed a significant and positive relationship between psychological wellbeing and organisational commitment. Psychological wellbeing was a good predictor of organisational commitment while job satisfaction was not good enough in predicting it. There was also a significant combined and relative contribution of job satisfaction and psychological wellbeing on organizational wellbeing of Psychiatric Nurses. It was recommended that hospital administrators should intensify efforts in providing work environment and incentives that could improve the good wellbeing of Psychiatric Nurses to enhance their job commitment in workplace.

**Keywords:** Organisational Commitment, Job Satisfaction, Psychological Wellbeing, Psychiatric Nurses.

**Introduction**

Nurses play significant roles in the health sector of every society through their services in ensuring good health condition of human population in the hospitals and healthcare centers and facilities at all levels. Their level of job commitment at work cannot be over emphasized because it has a long way of affecting human lives generally. Therefore, achievement of hospital goals could be considered to depend largely on nurses' commitment and satisfaction because qualitative health is achieved when nurses are satisfied with their jobs (Hu et al., 2022). Reports have shown that negative attitudes at work and increased turnover in the nursing

profession was due to some factors, such as workload and other forms of emotional stress which affect their mental health and psychological wellbeing and consequently affecting their job satisfaction and commitment (Akinyemi *et al.*, 2022). This is evident in the rate at which nurses seek greener pasture in foreign countries which may be due to increased workload, excessive overtime at work without commensurate compensation and other forms of abuses, among other challenges in nursing profession.

The review by Anastasia (2023) on nurses' job satisfaction and commitment reveals that the variables under investigation in this study is a global phenomenon. For example, job satisfaction and work engagement were negatively related among nurses in Canada and Spain due to family stress and conflict (McGilton *et al.*,2022). In Korea, the negative effect of COVID-19 pandemic results to work overload and other emotional stress which have led to reduction in the workers' commitment and job satisfaction (Hwang, 2022). Nurses in Philippines have been identified with lack job satisfaction and low work engagement which is a serious concern for the entire labour force and healthcare system (Adajar *et al.*, 2022).

Martinus and Lena (2022) explained that organisational commitment as a condition that gives employees proper understanding of the organisational goal and objective which enables total devotion and loyalty. It also explains the rationale behind high retention of workers in workplaces and the basis for an employee to stay longer in a workplace (Kaswan, 2017). In short, organisational commitment is concerned with the perception of employees in relation to accepting the overall goal and objectives of their organization. Therefore, the level of employees' organisational commitment could then determine the acceptability of both the extrinsic and psychological rewards. Extrinsic rewards are in the form of entitlement and remuneration. Job satisfaction and various forms of relationship at the workplace are regarded as psychological rewards.

Researchers like Steers and Porter (2011) have identified three aspects of organisational commitment to include identification, involvement, and loyalty. Identification explains the extent to which an employee agrees with the organisational goals and objectives based on personal needs. In this case the organization seems to be strategically sensitive to meeting the needs of her workers. Involvement deals with employees' disposition to carrying out all the given task in workplace to meet the aims and objectives of the organization. Extra duties are done with enthusiasm in collaboration with the leaders of the workplace. Loyalty has to do with the emotional bond between workers and the organization which enhances their desire to

remain in such an organization for a long period of time. Martinus and Lena (2022) further revealed the three main elements of organisational commitment to include continuance, affective, and normative components. The first element called affective commitment exists as a positive attachment to a workplace and aims at ensuring the realization of organisational aims and objectives. In effect, the employee is happy and proud with the success of the workplace. Continuance commitment deals with a situation where the employee weighs the consequences of leaving an organization for another one. This could make such a worker remain with an employer for a long period because the work is of necessity (Nagar, 2012). The normative commitment dimension denotes a condition whereby employees remain in a workplace because of perceived obligation (Steer & Porter, 2011). From the foregoing, employees could show commitment to an organization for varying circumstances among people which may also include level of job satisfaction.

Job satisfaction remains an integral part of every organization because it determines the performance and output of organizations in the countries of the World (Rehman, Saif, Khan & Nawaz, 2013). This can also be considered the assessment of individual's job. There are two main aspects of job satisfaction which are of interest to scholars in industrial psychologists. The first one is the employees' personal feelings about the job and the second one is the facet satisfaction which is related to some specific aspect of the job such as the reward system, interpersonal relationship among workers and other attached benefits (Abuhashesh *et al.*, 2019). A lot of factors have been identified to influence job satisfaction such as reward system and work environment but (Genicot & Ray, 2020) believed it is difficult to limit job satisfaction to the pecuniary gains. Job satisfaction should therefore be considered to an encompassing variable that covers promotion, pay, organisational climate, job condition and benefits among others (Martinus & Lena, 2022). In summary, job satisfaction is associated with workers' mindset about work environment and their sense of fulfillment which could also be responsible for varying levels of job commitment among workers.

Another important factor of interest in this research paper is psychological wellbeing. It deals with the general wellness of an individual. This has become an area of research for scholars in the field of psychology in the past few decades. Kaur (2013) described it as a process through which people evaluate themselves. This form of evaluation has a way of affecting their moods and emotions. Negative evaluation of self could lead to unhappiness and lack of satisfaction with life. Whereas positive evaluation could enhance the general wellness of an

individual. According to Kaur (2013), wellbeing is an omnibus construct that describes the overall wellness of human, and it is related to having sense of fulfillment about life including the world of work or vocation (Bond, 2003). This is also used inter-changeably with psychological wellbeing (PWB). Psychological wellbeing, therefore, becomes a very important factor of job commitment in the workplace to abate the level of turnover intention, especially among health care workers like nurses.

Despite the wealth of research into the variables identified in this present study in organisational psychology, there is still dearth of research undertaken on how to improve the welfare of psychiatric nurses in respect of workplace related variables as being explored in this case. The broad objective of this study is to determine the relationship among job satisfaction, psychological wellbeing, and organisational commitment among the psychiatric nurses in Aro and Lantoro Annex of neuropsychiatric hospital, Abeokuta, Ogun State. Specifically, the study aims at determining the combined and the relative contributions of job satisfaction, psychological wellbeing on organisational commitment of psychiatric nurses in the neuropsychiatric hospital.

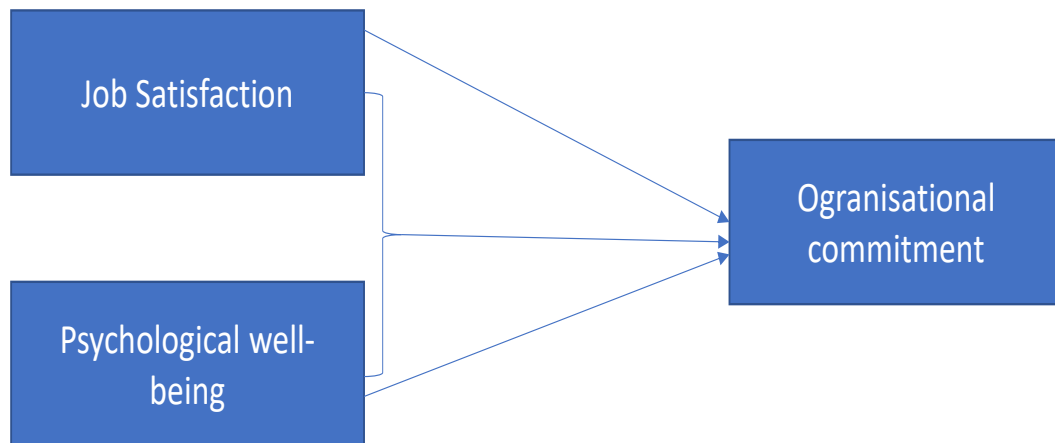
To achieve the objective of the study two hypotheses were set and tested at 0.05 level of significance. The first was to determine if there would be significant relationship among the two predictor variables (job satisfaction and psychological wellbeing) and the criterion variable (organisational commitment). The second was to find out the combined and relative relationship of job satisfaction and psychological wellbeing on job commitment of psychiatric nurses in Ogun state neuropsychiatric hospital.

### **Theoretical Framework**

There is a body of theory that provides the explanation for phenomena in this study. However, this study was anchored on Herzberg's Two-Factor theory, Hackman and Oldham's job characteristics model and Three-Component Model of organisational commitment.

Figure 1:

**Conceptual framework of relationship between Job Satisfaction, Psychological Wellbeing and Organisational Commitment.**



## Methods

The study adopted ex- post facto research design. The choice of ex post facto research design is because none of the variables was manipulated. As at the time of conducting this study, the total population was three hundred and thirty (330) psychiatric nurses in Aro and Lantoro Annex of the neuropsychiatric hospital, Abeokuta, Ogun State, Nigeria. A total of two hundred and two (220) nurses (representing two-third () of the population) were selected as sample drawn through simple random sampling process.

In collecting data for this study, three research instruments were used which are Job Satisfaction Survey (JSS), Organisational Commitment Scale (OCS) and Psychological Wellbeing Scale (PWB) Job Satisfaction Survey (JSS

- i. *Job Satisfaction Scale (JSS)*: This was developed by Spector (1997). It is made up of 36 items with internal consistency of 0.87 using Cronbach alpha. It is a six-point Likert –type scale.
- ii. *Organisational Commitment Scale (OCS)*: The scale was designed by Allen and Meyer (1990) to measure commitment of workers in organizations. In 1993, Meyer, Allen and Smith came up with a newer version of the scale comprising 24 items with internal consistency of 0.93 using Cronbach alpha coefficient.
- iii. *Psychological Wellbeing Scale (PWB)*: This scale was developed by (Ryff, 1989). It is a tool for used for measuring the general wellbeing of people. The version used has 20 items with a 6-point Likert format. It also has alpha value of 0.85.

All the research instruments used for the study administered to the psychiatric nurses in Aro and Lantoro Annex of neuropsychiatric hospitals, Abeokuta. nurses were given two days to complete and submit to the administrative department where the researchers designated for submission. This arrangement was due to the busy schedule of the participants.

Collected data for this study were analysed using Correlation analysis and Multiple Regression Analysis. and.

## Results

Table 1 presents the summary of the finding addressing hypothesis one.

**Table 1:**  
***Test of relationship among job satisfaction, psychological wellbeing, and organisational commitment of psychiatric nurses in the neuropsychiatric hospital.***

	Psychological Wellbeing	Job Satisfaction	Organisational Commitment
Psychological Wellbeing	1	0.065	0.471**
Job Satisfaction	0.065	1	0.060
Organisational Commitment	0.471**	0.060	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From table 1 above, that there was a significant and positive relationship between psychological wellbeing and organisational commitment ( $r = .471$ ;  $p < .05$ ). However, no significant relationship occurred between psychological wellbeing and job satisfaction ( $r = .065$ ;  $p > .05$ ); job satisfaction and organisational commitment ( $r = .060$ ;  $p > .05$ ). The null hypothesis, which stated that there is no significant relationship among job satisfaction, psychological wellbeing, and organisational commitment of psychiatric nurses in neuropsychiatric hospital was rejected by the findings of this study on one hand and accepted on the other. It therefore means, there was a significant relationship between psychological wellbeing and organisational commitment of psychiatric nurses in neuropsychiatric hospital. However, the result also reveals insignificant relationships between psychological wellbeing and job satisfaction.

**Table 2 presents the summary of the finding addressing hypothesis two.**

### **Combined and relative influence of job satisfaction and psychological wellbeing on Nurses organisational commitment in the Neuropsychiatric Hospital**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	14.945	6.318		2.366	.019
Job Satisfaction	.023	.038	.029	.588	.557
Psychological Wellbeing	.208	.022	.469	9.434	.000

**R = .472, R<sup>2</sup> = .223, Adj R<sup>2</sup>= .218**

a. Dependent Variable: Organisational Commitment

The results in Table 2 indicated that psychological wellbeing and job satisfaction significantly combined to influence the organisational commitment of psychiatric nurses in neuropsychiatric

hospital ( $R = .472$ ;  $R^2 = .223$ ;  $\text{Adj } R^2 = .218$ ;  $F_{(2,315)} = 45.223$ ;  $p < .05$ ). This means that psychological wellbeing and job satisfaction was responsible 21.8% variation in the organisational commitment of psychiatric nurses in neuropsychiatric hospital.

In table 2 above, psychological wellbeing ( $\beta = .469$ ;  $t = 9.434$ ;  $p < .05$ ) was the only potent predictor of organisational commitment of psychiatric nurses in the Neuropsychiatric hospital. However, job satisfaction ( $\beta = .029$ ;  $t = .588$ ;  $p > .05$ ) was not a good predictor of organisational commitment of psychiatric nurses in the Neuropsychiatric hospital. The hypothesis of no significant combined and relative contribution of job satisfaction and psychological wellbeing to organisational commitment of psychiatric nurses in the Neuropsychiatric hospital was rejected by the findings of this study. This implies that there was a significant combined and relative contribution of job satisfaction and psychological wellbeing to organisational commitment of psychiatric nurses in the Neuropsychiatric hospital.

## **Discussion**

The present study was undertaken to examine the relationship among job satisfaction, psychological wellbeing, and organisational commitment of psychiatric nurses in the Federal Neuropsychiatric Hospital Aro, Abeokuta. The findings of the study showed that there was a significant and positive relationship between psychological wellbeing and organisational commitment. The study is in one hand like a study among workers in an industrial setting. It is also evident in this study that no significant relationship existed between organisational commitment and job satisfaction; on the other hand, it was observed that job satisfaction variable which encompasses remunerations, job type interpersonal relationship among employees in workplace contributed significantly to organisational commitment (Genicot & Ray, 2020).

This work also agrees with the works of Olatunde and Odusanya (2015) on job satisfaction and psychological wellbeing among psychiatric nurses which showed positive significant relationship between job satisfaction and psychological wellbeing, especially among the older participants. This study again corroborates other past research like that of Gangai and Agrawah (2015) which pointed to the direction of significant relationship between job satisfaction and organisational commitment. In the same vein, the combination of job satisfaction and psychological wellbeing contributed significantly to job commitment among psychiatric nurses. This outcome is again in agreement with studies carried by some

researchers like Kuo, Chu, Kao, and Shih (2022). on the same variables among care workers in Taiwan which was mediated by emotional labour.

Lastly, psychological wellbeing was a good predictor of organisational commitment while job satisfaction was not good enough in predicting it. This outcome however contradicted that of Khun and Jan (2015) which revealed that some job satisfaction related items could determine organisational commitment of employees.

### **Conclusion and Recommendations**

From this study, one can draw a conclusion that psychological wellbeing significantly predicted the organisational commitment of psychiatric nurses in the neuropsychiatric hospital Aro, Abeokuta. There was a significant combined and relative contribution of job satisfaction and psychological wellbeing on organisational wellbeing of psychiatric nurses. Therefore, it was suggested that there is need for administrators to concentrate on factors that could promote good wellbeing of workers and provide treatment for psychiatric nurses with psychological distress in the workplaces. Hence, improvement of the job satisfaction of psychiatric nurses would ensure high quality of job performance.

It becomes imperative from this study to recommend the need for more intervention studies to test whether positive attitudes towards an individual's job significantly contributes to the job satisfaction of a Psychiatric Nurses. Structural empowerment in the workplace (e.g., opportunities and support services) not only important for the individual functioning but also may contribute to psychological wellbeing. Psychological wellbeing in turn will have strong positive impact on job satisfaction. Efforts should be made by hospital management at all levels to factors that could enhance nurses' job satisfaction and commitment.

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