

CORRELATION BETWEEN JOB SATISFACTION AND MOTIVATION, COMMITMENT, AND PERFORMANCE AND AMONG NURSES IN HOSPITAL SULTANAH BAHYIAH, KEDAH

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Abstract

This study was conducted to examine the correlation between job satisfaction with performance, commitment, and motivation among nurses at Hospital Sultanah Bahiyah, Kedah, Malaysia. A cross-sectional study involving nurses was conducted via an online survey using a questionnaire adapted from the Index of Work Satisfaction (IWS). 310 nurses participated in the survey with the majority of them having more than 10 years of working experience in the shifting job. Further analysis showed that there is a significant correlation between job satisfaction and performance (r-value = 0.598, $P < 0.001$), commitment (r-value = 0.540, $P < 0.001$), and motivation (r-value = 0.452, $P < 0.001$). Job satisfaction is significantly correlated to employee performance, commitment, and motivation in the organization. This research also gives insight into how to improve the overall job and create a better job perception.

Keywords: Job Satisfaction, Performance, Commitment, Motivation

Introduction

In the wake of stiff competition, nurses are constantly challenged with high expectations from patients (1). A nurse's job satisfaction will be often criticized if they are unable to cope with the job's demands, both in government and private hospitals. It is crucial for a healthcare worker to consistently deliver excellent quality healthcare services. The nursing career is dynamic and constantly evolving in line with the latest technological advances in medicine and care to meet the demands as well as needs of the current medical world. Nowadays, patients view healthcare services from different perspectives. Patients' expectations are no longer limited to diagnosis and treatment but also include services and care that they receive during their stay in the hospital. This is due to the patients being well-informed and financially able to demand high-quality healthcare services. Therefore, the healthcare industry in Malaysia is undergoing tremendous transformation to constantly meet patients' needs. Job satisfaction refers to a level where an individual feels happy and satisfied with a given work environment after investing their effort, interest, and value for an organization to perform their task as well as role effectively and happily (2). A satisfied

employee tends to be more productive, creative, and committed to their employers, in this case, the healthcare organization (3).

An employee with high commitment demonstrates a high quality of productivity (4). Motivation in work is classified as a force or desire that gives an employee a push to take the best action (5). According to Kamus Dewan (6), performance means acknowledgment that comes from success, achievement, position, or reputation. Meanwhile, work means an effort to complete or achieve a goal.

Background of the study

Providing quality care and maintaining patient satisfaction is difficult for nurses with low job satisfaction. Job satisfaction levels may vary according to the study, but the relevant factors are the same (7). Low job satisfaction may have severe implications for healthcare industries. A study conducted by Rosliza and Bakar (8) in 2018 that looked into reasons for job dissatisfaction among trained nurses found that most trained nurses were dissatisfied with their salary as it was not commensurate with the workload and inflexible job schedules. Furthermore, nurses' competence

is constantly tested and they should always be sensitive to environmental conditions (9).

Ignoring experienced nurses in exchange for young and inexperienced ones who can work long tiring shifts is another matter. This has caused inexperienced nurses to overwork and feel exhausted, which in turn gradually contributes to a decline in the quality of healthcare service. The salary payment structure also does not do much justice either. Not much recognition is given to nurses. As a result, they see no clear career path and growth, hence resorting to early retirement, venture into businesses, going abroad, or switching to other occupations.

Therefore, the aftermath of the above scenario has caused many nurses to leave this career. The shortage anomaly of nurses in the hospital does not only happen in Malaysia, it is a global concern. As a result of the COVID-19 pandemic in 2020, the country has been facing a healthcare crisis, whereby hospitals, clinics as well as nursing homes are constantly looking for more nurses to keep up with the rising numbers of patients. By 2020, Malaysia needs an estimated 170,400 nurses to fulfill the demand of the nation's healthcare sector (9).

The shortage of nurses is not localized to Malaysia only, in reality, it is also a demanding issue in most other countries in the world (10). Therefore, an effectual approach to improve nurse recruitment and tackle nurse dilemmas needs to be immediately implemented by health institutions (11). According to Luvi and Jaslis (11), if the shortage issues of nurses have risen, the profession may lose an entire generation which will affect the competency level of trained nurses. Nurses with high job satisfaction will demonstrate excellent work performance, better commitment towards the daily task, and high motivation which in turn will drive them to deliver better quality services, enhance patients' satisfaction, and boost the organization's productivity as well as reputation (12). As stated by Dimas et al in their study, normative commitment and intrinsic motivation are the two most important variables that have a direct influence on both employee job satisfaction and performance in the workplace (13). However, one study by Culibrk et al. in 2018 reported that job satisfaction does not influence performance through organizational commitment (12). Separately, job motivation has an influence on performance through the organizational commitment of the production department (12, 14). Due to the gap between the standards of compensation, job satisfaction, and job motivation, this study is significant to be carried out in order to examine the correlation between job satisfaction and performance, commitment, as well motivation among nurses in Hospital Sultanah Bahiyah, Kedah, Malaysia. The study findings could provide insight into providing better planning for nursing professionals.

Materials and Methods

Sample collection

This research employed a quantitative method using a survey questionnaire conducted at Hospital Sultanah Bahiyah, Alor Setar Kedah. This hospital is the largest in Kedah and becomes one of the main reference centers in northern Malaysia. The population for this study consisted of nurses working at Hospital Sultanah Bahiyah from various units. The total size of nurse population at Hospital Sultanah Bahiyah is 1668 people. The sampling method used for this study was convenience sampling. The study involved 310 nurses as samples of the study based on the determination of the sample size technique by Krecjie and Morgan (15). A participant information sheet provided explains the purpose of the study, the intended inclusion criteria as stated, and that participation was voluntary. Consent was implied upon completion of the online questionnaire. Questionnaires were also distributed by the researcher through an online platform by emailing them to the participants. Participants were given one to two weeks maximum to answer the questionnaire during their free time. The questionnaire was adapted from the Index of Work Satisfaction (IWS) and consisted of five sections (16). Section A consists of demographic information of respondents such as gender, age, marital status, level of education, position grade, unit or department, years of experience, monthly income, and willingness to quit.

Section B is on job satisfaction which has 2 categories. The first section contains a question on the Job Pleasure Scale and the second section is on Workload Perception. Section C seeks information on the Nursing Fundamentals for Quality of Care and Nursing and Resource Adequacy. Job Motivation in the next section has 2 categories, namely the Nurse Participation in Hospital Affairs, Nurse Supervisor Abilities, Leadership, and Support to Nurse's support system.

The final section is on Job Performance and Working relationships between Nurses and Doctors. Except for Section A, all parts of the questionnaire used a Likert Scale from "Strongly Disagree" to "Strongly Agree" to gather the participants' responses. The participants only require between data analyses using IBM SPSS Statistics for Windows (Version 21.0. Armonk, NY: IBM Corp).

Data analysis

The IBM SPSS version 26 was used to analysis the data. Descriptive statistics were presented as frequencies and percentages for categorical data while numerical data which is normally distributed, was presented in the form of mean and standard deviation, median of 10 to 30 minutes to answer the questionnaire. All data collected were used in a confidential manner, whereby the identity of the participants is anonymous. All and interquartile range

for numerical data which was not normally distributed. Pearson's product-moment correlation was used to analyze the correlation between job satisfaction with performance, commitment, and motivation. A level of significance of less than 0.05 (p -value < 0.05) was considered statistically significant (17). This study received approval from the Medical Research and Ethics Committee (NMRR ID- 22-00705-WPL), Ministry of Health Malaysia.

Results

Demographic characteristics of respondents

Table 1: Demographic characteristics of survey respondents (n = 310)

Characteristics	n	(%)
Age, years		
<31	75	(24.2)
31-40	152	(49.0)
41-45	50	(16.1)
>45	33	(10.7)
Gender		
Female	310	(100)
Male	0	
Marital status		
Single	33	(10.6)
Married	266	(85.8)
Widower	11	(3.6)
Highest educational level		
SPM/STPM	16	(5.2)
Diploma	273	(88.0)
Bachelor	21	(6.8)
Position Grade		
U19 & U24	13	(4.2)
U29 & U32	289	(93.2)
U36, U41, U42 & U44	8	(2.6)
Unit/Department		
Orthopedic	49	(15.8)
Pediatrics	48	(15.5)
Maternity Unit	44	(14.2)
Others	169	(54.5)
Working experience, years		
0-5	46	(14.9)
6-10	98	(31.6)
>10	166	(53.5)
Monthly Income, RM		
<3499.00	121	(39.0)
≥3500.00	189	(61.0)
Working Hours		
8am - 5pm	42	(13.5)
Shift Job	268	(86.5)
Willingness to Quit		
Yes	50	(16.1)
No	260	(83.9)

Based on the table, the majority of the respondents (49.0% or 152 respondents) were aged between 31 to 40 years old, and the least number of participants were among them aged more than 45 years with 33 respondents or 10.7% of the total number of participants. In terms of gender, this study was only participated by female respondents (310 participants or 100%) as male nurses are limited in number at the hospital. Next, 85.8% or 266 respondents are married, 10.6% are single and 3.6% are a widower.

In terms of the respondents' education level, the majority of the participants' majority are Diploma holders at 88.1%, and SPM/STPM holders recorded the lowest percentage for education level with 5.2% or 16 participants. As for the grade, the majority of respondents for this study were from those with grades U29 and U32 with the highest percentages of 93.2% or 289 people. The majority of the respondents came from the Orthopedic department with 15.8% or 49 respondents. This is followed by the Pediatrics department with 15.5% or 48 respondents, the Maternity department with 14.2% or 44 respondents, and the remaining participants were from other departments.

Respondents serving for more than ten years contributed 53.5% of the total number of participants, which was the highest among all participants. This signifies that the data collected for this study majorly came from many long-experienced respondents in this field. In terms of monthly income, 61.0% of 189 respondents, which is the majority, earn only RM3,500. 39.0% or 121 respondents have a monthly income of less than RM3,499. Based on working hours, those who were majorly involved in this study were respondents who work shifts with 86.5% of 268 respondents.

A total of 83.9% of the participants have no willingness to quit. Among the reasons is that the respondents still want to serve in this field. Another reason cited was the respondents enjoy their careers. Some respondents still want to increase their experience in the field of nursing. Only 50 people (16.1%) have the willingness to quit. Among the reasons stated by the respondents who want to quit is that they feel tired of doing double duty. In addition, respondents also stated underlying medical problems as the reason for them to consider quitting. Some respondents want to change careers because they do not have the opportunity to be promoted despite having been serving for a long time.

Job satisfaction, performance, commitment, and motivation

The following is a table of study's findings illustrating the mean scores for job satisfaction, performance, commitment, and motivation among nurses at Hospital Sultanah Bahiyah.

Table 2: Participant’s mean scores for job satisfaction, commitment, motivation and performance (n = 310)

Variables	Scores Mean ± (SD)
Job Satisfaction	4.2 ± 5.00
Commitment	4.5 ± 6.36
Motivation	4.4 ± 7.83
Performance	3 ± 4.27

The mean scores for job satisfaction, performance, commitment, and motivation were 4.2 (SD: 4.99552), 4.5 (SD: 6.35996), 4.4 (SD: 7.83096), 3.0 (SD: 4.99552), respectively. The results of this study revealed that nurses demonstrate high commitment when performing their duties at the hospital. Therefore, it is understood that feeling satisfied with the job consequently makes nurses to be more committed in performing their tasks.

Table 3: Pearson’s correlation coefficients (r) between job satisfaction and performance, commitment, and motivation (n = 310)

	Job Satisfaction r-value	Performance r-value	Commitment r-value	Motivation r-value
Job Satisfaction	1.000	0.598*	0.540*	0.452*
Performance	0.598*	1.000	0.609*	0.590*
Commitment	0.540*	0.609*	1.000	0.662*
Motivation	0.452*	0.590*	0.662*	1.000

*p-value < 0.001.

The results of the correlation analysis test revealed a significant and positive correlation between job satisfaction with performance, commitment, and motivation. There was a significant correlation between job satisfaction and performance (r-value = 0.598, P < 0.001), followed by job satisfaction and commitment (r-value = 0.540, P < 0.001), and job satisfaction and motivation (r-value = 0.452, P < 0.001). There was also significant correlation found between other domains of commitment and motivation (r-value = 0.662, P < 0.001) and commitment with performance (r-value = 0.609, P < 0.001).

Discussion

The results of the study found that there was a correlation between job satisfaction and all other variables. There was a significant correlation between job satisfaction and performance (r-value = 0.598, P < 0.001). This means that job satisfaction can further increase performance among nurses. The good relationship between colleagues and

doctors also influences good performance among nurses. Good treatment received and the sense of working in a team can increase the nurses’ job satisfaction and improve their performance. Ong et al. (1) stated that excellent nurses’ performance is more likely to generate satisfied patients and create more favorable outcomes for the organization (18). Conversely, if the nurses’ performance declines, it will lead to unwanted consequences such as substandard patient care and a growing number of criticisms from patients. In a nutshell, hospitals with better nurse performance have a competitive advantage over those that do not perceive job performance as an important factor for the patients to return to the same hospital (19).

According to Anari (20), high job satisfaction in the elements of supervision, colleagues, and the job itself can improve the emotions and behavior of staff, therefore motivating employees to be more committed and give better performance (20). These results show that ethical job satisfaction plays a significant role in improving job performance among nurses. Such findings correspond with the findings of this study whereby this study also found a significant correlation between job satisfaction and commitment. If the nurses feel satisfied with the job atmosphere or environment which includes good co-working service, unbiased supervision or supervision from superiors, or a good enough income, there will be a significant increase in their commitment to execute the task. Consequently, their quality of service will improve alongside the good name of the hospital unit or department, and they have a greater tendency to work for a long time.

Also, the findings found a positive correlation between job satisfaction and motivation. This finding indicates that a conducive job environment and positive co-workers can motivate a nurse. If there is no job satisfaction, nurses will not feel motivated to go to the hospital to perform their duties. They may feel unmotivated and perform poorly in the assigned tasks. In the study by Anari (20), they stated that high job satisfaction in terms of colleagues, supervision, wages, and reward, and a conducive job environment can improve employees’ discipline and motivate them to constantly improve themselves in performing their job.

In addition, the results found that commitment and motivation also have a positive and significant relationship with job satisfaction. Nurses will be reluctant to give a high devotion to their job when they feel motivated. They will enjoy and feel more satisfied when carrying out the task upon receiving positive input such as words of encouragement from superiors, or a reward makes them more productive. Anari (20) stated that positive emotional input and appreciation from superiors can boost employee commitment, in the context of this study, the nurses. Therefore, we can conclude that high job motivation among nurses can lead them to be more dedicated when performing their duties (21, 22).

Also, the results found a significant relationship between commitment and performance. Affective commitment is related to how long the company wants the employee to remain in the organization (22). If the commitment given by the employees is upstanding, then their performance will also increase. A strong willingness among nurses to further improve their performance in performing the task is prevalent in this study. In addition, the study also found a positive relationship between job motivation and performance. High motivation will result in good job performance among nurses. According to Oyira study conducted in 2015, motivation is a necessary concept of internal coercion that shows how behavior begins (23). This motivation initiates inner feelings that lead to more productive job performance.

According to the study by Petra et al. (24), the healthcare system in most African countries is excessively overburdened, whereby the low nurse-to-patient ratio has adversely impacted the nurses' motivation, therefore leading to a decline in their performance (25). This situation demonstrates the importance of job motivation among nurses as it improves their job performance.

In conclusion, when the hospital provides motivational encouragement for the nurses, their performance in carrying out their duties will also increase. The findings revealed that 7 out of 310 respondents or 15.17% have been considering quitting the nursing job. Reasons attributed to considering quitting the job are unsatisfactory treatment from superiors, health problems, and career change to a higher-paying workplace such as Saudi Arabia. The percentage of willingness to leave among nurses at Hospital Sultanah Bahiyah is still considered low in the health sector. One study found that 20% of the participants in their study cited stress and job dissatisfaction as reasons to quit a job (26). The results of this study are similar to previous studies in illustrating the significant relationship between job satisfaction and motivation, commitment as well as performance. This indicates that greater motivation, commitment, and job performance among nurses lead to greater job satisfaction among nurses.

The level of job satisfaction will be directly influenced by a leader's behavior or leadership. Many studies have to figure out how effective leadership influences employees to create a better organizational outcome. The employee's opinion of the expeditious supervisor was found to have more impact on the employee compared to overall company policies or procedures (27). This research is not free from limitations. Firstly, the research only involved permanent nurses at the hospital as the nurses under contract were not included. Secondly, the survey was conducted only once throughout the research period due to several restrictions. The reliability of the result depends entirely on the honesty of the respondent when answering the questionnaire.

Recommendations

The findings show that participants demonstrated high commitment when performing their duties at the hospital. Therefore, it is understood that feeling satisfied with the job makes nurses more committed to performing their tasks. The results also revealed a significant positive correlation between job satisfaction and performance, commitment, and motivation. Based on the findings, the hospital management needs to be more sensitive to employees' satisfaction and motivation levels. Management also needs to know the elements and factors affecting work satisfaction among nurses in the hospital as employees' job satisfaction is affected by many work factors.

Employers should give proper and comprehensive consideration to motivating and boosting employees. By doing this, an employee can identify the motivating factors for the employees including supervision, salary, colleagues, personal motives, and others, and utilize these factors to increase job satisfaction among the nurses. Hence, the nurses when feeling motivated and satisfied, will perform better and commit more to their job.

The third suggestion is to organize seminars to increase the motivation among nurses in hospitals. Organizing seminars allows them to collectively share, discuss and support each other on issues as well as complexities surrounding them, especially those related to working, consequently making them more motivated to execute the job. Management needs to ensure that the nurses are consistently motivated as this will lead to better work satisfaction and commitment. In return, better work performance and quality can be expected from these nurses.

The next suggestion is that the hospital management should be more appreciative of the nurses in the hospital. These nurses worked hard to serve patients tirelessly and patiently, therefore their determination and hard work should not go unrecognized. According to Riyanto et al., the management does not take lightly employees' efforts in work because employees who feel undervalued by management will tend to be less satisfied with their work as well as not motivated to work (27).

Selamat and Zolkipli (28) stated that appreciating employees do not only come in the form of material appreciation but there are other ways of doing it. Verbally thanking the nurses for their job in public is one of the easiest ways to show appreciation (28-29). Giving a smile to an employee, patting an employee on the shoulder, and holding a family day or sports day are some other examples of ways of appreciating employees which will increase their motivation. Appreciating and rewarding the nurses can increase their motivation to work as well as their work satisfaction.

The last suggestion is that the management should recommend salary increases and promotions to incentive

the nurses to deliver better performance. For example, the management can offer the nurses an opportunity to continue their studies or even follow courses and training that will accordingly lead to promotion. Noteworthy, some nurses expressed that their salaries are small and do not commensurate with the workload they face, while some mentioned that the promotion is not based on justice and there is a presence of cronyism in the process.

Therefore, in the effort to offer promotion or increment, the management should be more aware of such concerns by acting more fairly and equitably in the process such as by providing a complete explanation of the criteria (30). By practicing such fairness, the process will be more transparent therefore making the nurses more satisfied as well as displaying the professional nature of management. Although Yusof (30) asserted that financial incentives such as salary and promotion have a temporary influence on the level of work satisfaction, it is undeniable that they greatly impact the employees (30-31).

Conclusion

The results of this study revealed a positive correlation between the dependent variable; job satisfaction, and the independent variables; commitment, motivation, and work performance. This study is much beneficial for hospital management as the findings will help identify the needs to be improved to help increase job satisfaction among nurses.

By experiencing such positive sentiments, nurses will be more committed to performing their duties. It also boosts their job quality, performance, and satisfaction. Having the nurses work at their highest service will surely aid patients' satisfaction and enhance the hospital's reputation. The hospital management should always consider job satisfaction alongside commitment, motivation, and work performance of nursing staff when formulating staff policies. Also, they need to stay abreast of the current trends and factors that contribute to job satisfaction. Issues related to unfair work conditions, salary inequities, and lack of employee support should be addressed promptly and justly. The results of this study can be used to improve the nurses' job satisfaction and therefore improve patients' satisfaction.

Acknowledgement

The authors would like to thank to Dr. Sarimah and Matron Mariah Kiro for supporting this study. A special thanks also to all the participants from Hospital Sultanah Bahiyah that have been very helpful throughout the research. Last but not least thank you to the Director General of Health Malaysia for his permission to publish this article.

Competing interests

The authors declare that they have no competing interests.

Ethical clearance

This study received approval from the Medical Research and Ethics Committee (NMRR ID- 22-00705-WPL), Ministry of Health Malaysia

Financial Support Statement

This study is self-sponsored.

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