



## Investigating the Effects of Job Experience, Satisfaction, and Motivation on Organizational Commitment Case Study: (The Nurses of Ghaem Hospital in Mashhad, Iran)

Nabizadeh Tahere<sup>1</sup>, GharibTarzeh Zahra<sup>2,\*</sup>, Dorbanai Fateme<sup>1</sup> and YaghoobiJami Asma<sup>3</sup>

<sup>1</sup>Department of Business Management, Mashhad Branch, Ferdowsi University of Mashhad, IRAN

<sup>2,\*</sup>Young Researchers Club, Dept. of Business Mgt., Torbat-e-Jam Branch, Islamic Azad University, Torbat-e-Jam, IRAN

<sup>3</sup>Department of Business Management, Torbat-e-Jam Branch, Islamic Azad University, Torbat-e-Jam, IRAN

Available online at: [www.isca.in](http://www.isca.in)

Received 23<sup>rd</sup> April 2012, revised 4<sup>th</sup> May 2012, accepted 18<sup>th</sup> May 2012

### Abstract

Nowadays, organizations are moving toward intangible sources and investigating more on them from whom human resources are of great importance. Many studies have been undertaken on the relation between job satisfaction, and organizational commitment; but, there are few studies on the relation between job satisfaction, motivation and organizational commitment among nurses. So, this paper aimed to investigate the effects of job experience, satisfaction and motivation on organizational commitment of the nurses in Ghaem Hospital of Mashhad city, Iran. The sample of this study included 50 nurses of Ghaem Hospital in Mashhad city, determined by Cochran formula at the error level of 0.07%. The results showed a significant correlation of job experience and satisfaction with organizational commitment; but, no correlation was observed between job motivation and organizational commitment. These conclusions provide useful information for hospital officials to offer better services, using motivational drives for creating job satisfaction and organizational commitment.

**Keywords:** Organizational commitment, job experience, job satisfaction, nurses of Ghaem Hospital.

### Introduction

Sustainable development is concerned with meeting the needs of people today without compromising the ability of future generations to meet their own needs. Companies now realize that they have to develop a powerful social conscience and green sense of responsibility where corporate responsibility is not an altruistic nice to have, but a business imperative<sup>1</sup>. In every organization, human resource management is an important duty of every manager. For its importance, two terms of human resource and organization have got the same meaning in many cases. So, the organizations with efficient human resource management consider it as the origin of all existing sources for yielding high quality and productivity in the organization. Such organizations don't rely on just capital investments and consider human resources as their own main investment for optimization. Since, organizational efficiency refers to a degree to which an organization meets or approaches its goals, such an organization should assure satisfaction, commitment, and motivation among its employees. From the other hand, for having committed and satisfied employees, there must be some degrees of motivation in different levels of an organization<sup>2</sup>. Motivation is a major psychological process. A study showed that competitive issues in the organization are the main motivators among employees<sup>2</sup>. Along with the factors like, view, personality, and learning, motivation is an important element in behavioral determination. Although motivation is not

a predictor of the behaviors by itself, it is considered along with other factors. Motivation and motivating are located at both sides of one continuum of conscious behaviors of the human from a simple reaction like sneezing to learning routine habits of brushing teeth. Luthans<sup>3</sup> refers to motivation as an energetic, driving factor in behavior. Motivation stimulates the employees to do their jobs and achieve identified goals. A way of stimulating people is using a driving force in employees, leading to their satisfaction and commitment in their jobs. The views of the employee about job satisfaction and commitment also depend on organizational behaviors and performance of human resource management. From the other hand, job commitment depends on the views of employee about the whole organization. Although there was a significant relation between job satisfaction and commitment in organizations, some studies also showed that job satisfaction leads to higher commitment. In general, it can't be neglected that motivated employees feel more satisfaction and consistency and don't incline to leave or change their work place. This paper aims to investigate if job motivation leads to higher satisfaction and commitment and identify the relation between job satisfaction and commitment. There is growing evidence that the manifestation of leadership has changed in the light of the new social and economic circumstances that organizations are facing today<sup>4</sup>. Besides the factors like view, personality, and learning, motivation is an important predictor of the behaviors. Notes<sup>5</sup> said, it is an intermediate factor for predicting behaviors. On this basis, like

other behavioral processes, motivation is not observable and the only observable factor is behavior. What is common among the definitions of motivation is using the terms like, want, desire, aim, wishes, and incentive. According to Bauer and Bender<sup>6</sup> motivation is divided in 3 sections. The first part refers to the power of stimulation or the latent energy inside a person. People with internal motivations and interests tend to make good feelings in others and succeed in achieving the goals the society expects them. The second part refers to the type of decision-making and direction in the people shaping their behavior. The third part refers to the degree of behavioral consistency and people's persistency for meeting their goals. Luthans defines motivation as a psychological need leading to a stimulated goal by a behavior. So, the clue for understanding motivation lies in understanding the concepts and relations among the needs and drives. Miner, Ebrahimi, and Wachtel<sup>6</sup> stated that in a typical system, motivation includes the needs, drives, and incentives and their interactions. From the other hand, management researchers and managers believe that organizational goals without employees' commitment to them is unachievable. So, motivation is psychological traits leading to organizational commitment. They imply that motivation has some suppositions that should be considered by the managers before action. First, motivation is supposed to be a good factor, no one can have a good feeling about himself without stimulating it. Second, motivation is one of the factors leading to a better performance and the factors like sources, ability and other conditions form the behaviors. Third, motivation can be in the hands of every manager. If the managers are aware of stimulating factors, they use it to improve the efficiency of the employees. It should be noted that motivation can be in internal or external forms. Internal motivation is the drive for just doing an action. For example, job attraction, growth, recognition, and achievement. In external form, employee's actions and concerns are impressed by external incentives like reward, feedback, and punishment<sup>7</sup>. Some strategies of stimulating employees will be stated in the following section. Stimulating strategies of the employees Researches on job motivation show that the factors like independence, social relations in work place, progress possibilities, and lack of stressful factors stimulate motivation<sup>8</sup>. Kertcher et al<sup>9</sup> stated that three factors affecting motivation include information, reward, and personal elements. Rewards are material or moral stimulators. Information refers to awareness toward the way of doing a work and the quality of correctness of others' performance. Individual incentives refer to individual rewards and stimulators. The strategies for motivating employees are as follows: Salary, wage and work conditions: To use salary, wage and work conditions as motivators, managers should regard 4 main factors of legal structures: first factor is job rate referring to a degree of importance an organization considers for a job. The second factor is payment, encouraging employees by rewarding them in return of their good performance. The third factor is personal or special allowances, referring to specific skills or informatics groups. Finally, fringe benefits like holidays and vacations with salary can be mentioned. Other payments in the organization

can be counted as monetary structure of an organization. Akinboye<sup>10</sup> states that money is the most stimulating strategy for employees, According to Brown, J. and Sheppard and money is the most stimulating strategy for industrial employees in achieving higher productivity. He believed that reward and payment systems can be used for motivating employees and reaching higher job satisfaction and content. Money leads to expressing feelings like safety, power, prestige, social status, reaching goals and achievements<sup>11</sup>. Sinclair et al<sup>12</sup> showed that motivational power of money is during the process of choosing a job, representing itself in absorption, retaining, and motivating people for higher performance. Banjoko<sup>13</sup> stated that many managers use money to encourage or punish their employees. They reward employees to increase their efficiency or punish them with the fear of losing their jobs. As a result, a tendency to receiving higher salary motivates employees<sup>14</sup>. Training Employees: The fact that organizational activities have become automatic and mechanical is not significantly important in raising efficiency; but, motivating employees and work power efficiency is highly effective. Training employees is an important strategy for the employees to improve their abilities and skills in the expense of removing challenges and matching with new advances in technologies. The identity of information and interaction: A motivating strategy is the information the managers give about their performance to the others. Knowing about the performance of others, when the interaction among different sections of an organization improves and they are easily connected and share information, a competitive context is created in which every employee competes with others. In general, the level of each person's performance not only depends on his skills in doing his job correctly, but also relies on the degree of motivating employees<sup>15</sup>. So, motivating talented employees as a key factor in the organization is a main duty of every manager, the studies on motivation confirm that motivation leads to higher performance and commitment of the employees. For example, Brown and Sheppard classified the vocational traits of book-keepers in four groups including knowledge-based, value-based, technique-based, and belief-based. They also implied that employees get successful if they are motivated by creating values and deep believes with common aptitudes<sup>16</sup>. Sliverthorne compared managerial and motivational styles in public and private sections and concluded that there are few differences among motivational needs the employees in both sections<sup>17</sup>. Locke and Lathan<sup>18</sup> refer to job satisfaction as apposite view of the people to their jobs, coming from positive experience or evaluation of the job. Job satisfaction is perceptions of the employee from pleasure of a job which meets their needs<sup>19</sup>. Researcher defined job satisfaction as the self-evaluation of the employees from a job against the discussions that are important for them, connected with organizational humanistic consequences like the good performance and organizational survival. Luthans states three important aspects for job satisfaction; First aspect implies that job satisfaction is an emotional response to job status which is unobservable but understandable. The second aspect refers to the degree of pleasure of organizational outputs and meeting the

needs of the employees. For example, if the employees feel that they work more but get less, they will get a negative view about their job, organization, and their superiors. The third aspect refers that job satisfaction offers several job-related views considering the job, co-workers, payments, and promotion chances. In general, job satisfaction depends on the economic, social, and cultural conditions in the society. When an employee doesn't receive enough money to provide the basic needs of his family, he will face difficulty and dissatisfaction. Lack of enough payment and improper economic status or social safety highly impresses motivation and job satisfaction in people. Lack of motivation leads to decrease of job satisfaction and then organizational commitment. Job satisfaction is so important that its loss leads to leaving the job by an employee<sup>20</sup>. Employees are sometimes transferred from private to public organizations or vice versa. In some cases, people are transferred from one job to another for further promotion. These transfers occur in bad economic conditions when people have less payment and improper work conditions<sup>1</sup>. In this condition, employees immigrate to another place with the hope of getting better work conditions. Some researchers believe that job satisfaction is controlled by external factors in the employees. From this view, job satisfaction can be created by the job itself, like work conditions, following national or international standards<sup>21</sup>, or similar work conditions in one area, content from payments, promotion chances, and duty transparency. From the other hand, some researchers believe that internal factors lead to higher job satisfaction in the employees; for, they deliberately decide to perceive a job as satisfying and valuable<sup>22</sup>. Previous researchers have confirmed the strong relation between employees' wages and job satisfaction. In this way, older employees have higher job satisfaction. Similarly, other previous studies have identified the relations among job satisfaction, payments, management policies, work conditions, promotion chances, organization size, and possibility of using the talents.

There are different definitions of organizational commitment. Sliverthorne<sup>17</sup> have defined organizational commitment from 3 aspects: i. Strong tendency to a member for remaining in the organization. ii. Willingness of the employees to more attempts for organization. iii. Defining and limiting believes in the range of accepted values and goals in organization.

Knowledge such as user benefits, which can be used to assess a pattern's interestingness based on its unexpectedness, may also be included<sup>23</sup>. Northcraft and Neale refer to organizational commitment as reflecting a person's view to loyalty toward the organization and in-progress processes by the members of an organization, concerning about organizational achievements. organizational commitment is determined by a number of factors like, personal factors (age, gender, internal and external control properties, and service period in the organization), organizational factors (designing the job and leadership style of a supervisor) and non-organizational factors (existence of a replacement), affecting on organizational commitment<sup>24</sup>. Nowadays, organizational commitment is used along with organizational loyalty. On this basis, 3 components of

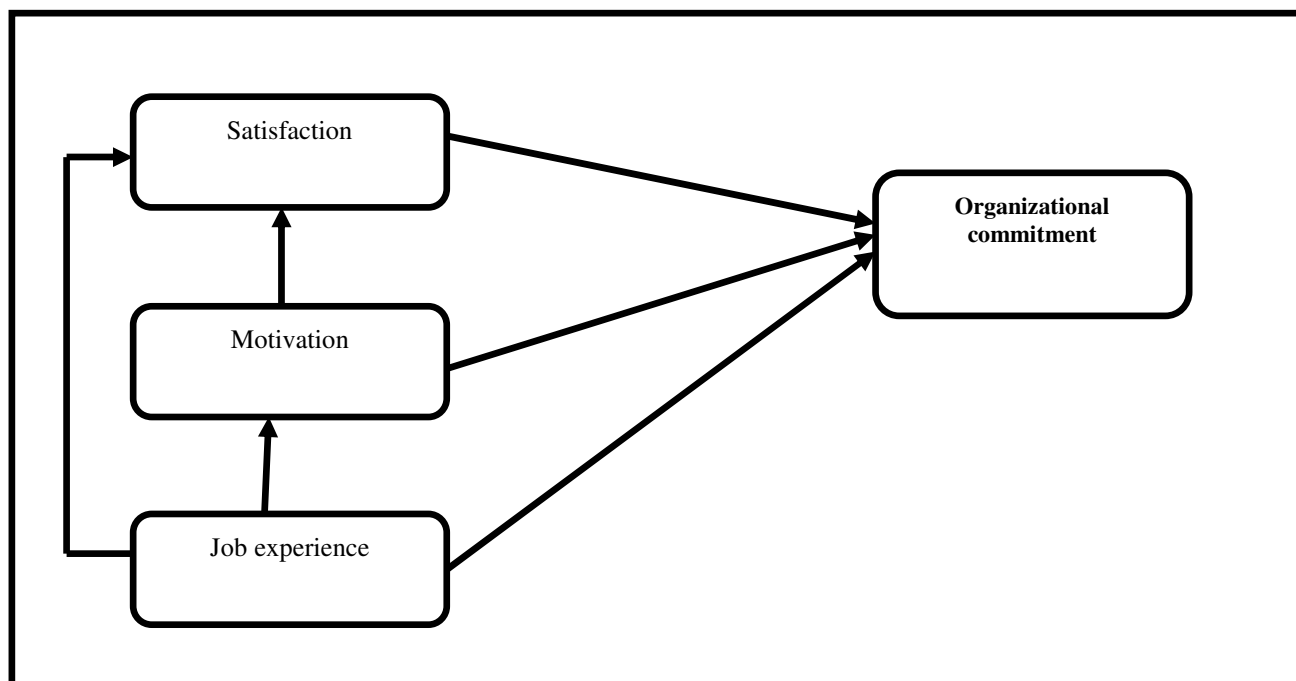
organizational commitment are as follows: i. Based on the accepted goals and values in the organization. ii. Tendency of the person to being belonged to the organization. iii. Tendency to attempting for the organization.

Another definition of commitment stresses the importance of a behavior, creating that commitment. From this view, 3 traits of the behavior can impress creating organizational commitment including, capability of observing a performance, degree of irreversibility of a performance's consequences, the degree a person volunteers for doing an activity. According to this definition, organizational commitment can increase by supporting organizational goals and creating interest in employees and co-operating them in decision-makings<sup>1</sup>. In spite of multi-dimensional nature of organizational commitment, a 3-component model, suggested by Mayer and Allen, is very popular, leading to a permanent cooperation of employees in organization. Those 3 components include: i. Emotional commitment: mental belonging and adjoining to organization. ii. Continuous commitment: allocated costs for leaving organization. iii. Normative commitment: perceived commitment for remaining in the organization

Guest found that high organizational commitment is correlated with less absenteeism and tension at work. But it has an insignificant correlation with personal performance. It implies that organizational commitment can't be used as an effective tool or modifier of the performance. One may be dissatisfied with some aspects of his job, but he may also be committed to the organization as a whole. According to researchers, when commitment strategy is created, defining strategic goals for management is unpleasant. While from management view, following goals and values is pleasant. So, creating organizational commitment includes interaction, educational programs, and cooperation-raising programs for the people and rewarding system in organizations. The psychology of the buying process has been widely studied and no matter what size company business, knowledge of this process can help company become more successful<sup>25</sup>. In general, studies on organizational commitment show a relation among high organizational commitment, and improving organizational outputs like, proper performance and citizen-based behaviors of the employee. So, the organizations should plan and define organizational commitment, exerting good strategies for it. Elloy have determined 8 variables connected to organizational commitment including work attraction, employees' views to organization, organizational dependence, age, knowledge, employment substitutes, and views of friends and family to the organization. These variables predict 65% of changes in organizational commitment. Except for age, Alexander et al, found a significant correlation between the knowledge and education level of employee and his job commitment. Table 1 shows some researches on job satisfaction, motivation, and organizational commitment. Here, a conceptual model is represented in figure 1. Job experience, satisfaction, and motivation are dependent variables and organizational commitment is independent variable.

**Table-1**  
**The table of some studies on job satisfaction, motivation, and commitment**

Research results	Investigated variables	Authors	Row
Studying agriculture teachers showed that there is no correlation Between job satisfaction and demographic variables. Teachers With low job experience showed less job satisfaction.	Job satisfaction and satisfaction-creating factors	Cano and Miller <sup>26</sup> (1992)	1
Investigating job satisfaction among professional and non- professional employees of the libraries in North Carolina showed more Job satisfaction of professionals than non- professionals.	Job satisfaction	Murray <sup>27</sup> (1999)	2
Investigating the relation between job satisfaction and motivation among bank managers in Pakistan showed a strong and positive correlation between mentioned variables, signifying Gender differences on this correlation.	Job satisfaction and motivation	Ayub and Rafif <sup>28</sup> (2011)	3
Studying the relation between job commitment, depression, and tension among accountants and nurses showed that Reducing job commitment leads to depression and tension in workplace.	Job commitment, depression, and tension	Farrell and Petersen <sup>29</sup> (1984)	4
This study that was undertaken among 1200 universities in America, showed prejudice is correlated with trend justice, international justice, vocational justice, and Socialization and job commitment.	Job commitment, justice, and socialization	Wharton, Potter, And Parry <sup>30</sup> (2004)	5
Studying the effects of high performance on job satisfaction in Europe showed that job rotation system and employees' Cooperation in a job and organizational support causes job satisfaction.	Job satisfaction And high performance	Bauer <sup>31</sup> (2004)	6
Studying the relation among job satisfaction, commitment, and leadership and education level of nurses showed a strong and positive correlation among all of them, whose the strongest was observed between organizational support and Commitment and job satisfaction.	Job satisfaction, leadership, commitment, and education level of nurses	Al Hussami <sup>32</sup> (2008)	7



**Figure-1**  
**The conceptual model of the research**

## Material and Methods

i. Job motivation impacts job satisfaction of the employees in organization significantly. ii. Job satisfaction impacts organizational commitment of the employees in organization significantly. iii. Motivation impacts organizational commitment of the employees in organization significantly. iv. There is a significant correlation between job experience and organizational commitment of the employees. v. There is a significant correlation between job experience and motivation of the employees. vi. There is a significant correlation between job experience and Job satisfaction.

To measure the consistency, Cronbach $\alpha$  coefficient was used (table-3). The acceptable range for consistency is between 0.7-0.8. The value of Cronbach  $\alpha$  for the questions in the questionnaire was 0.776%, reflecting its good consistency. The study sample included 50 nurses, estimated using Cochran formula at the error level of 0.07% in table 4. Most sample members have B. A degree and an age range of less than 24 years. 66% is female, and 38% of the sample has less than one year job experience.

**Table-2**  
**Confirmatory Factor validity**

Standardized Loading Mean	Variables
0.8056	Motivation
0.6213	Satisfaction
0.687	Organizational commitment

**Table-3**  
**Cronbach $\alpha$  coefficients**

Cronbach $\alpha$ coefficients	variable
0.868	Motivation
0.721	Satisfaction
0.743	Organizational commitment

## Results and Discussion

In this paper, structural equation model (SEM) and partial least squares (PLS) path modeling were used to test the hypotheses and suitability of the mode. Revolutions in the researches of behavioral and social sciences have complicated suppositional structures, changing the nature of posed issues in international marketing realm<sup>35</sup>. Different articles have stressed modeling structural equations in international marketing<sup>36-38</sup>. Structural equations are developed linear equations, enabling the researchers to measure a set of regression equations simultaneously, gather data, and enter data collections into software packages of structural equations<sup>39</sup>. These also help testing complicated equations and relations like Confirmatory Factor validity and time series analysis. Structural equation models with latent variables provide a general casting for modeling the relations among observable and latent variables. Modeling structural equations in marketing researches has

become a standard trend, making it possible for researchers to test complicated theories and complicated concepts. Structural equations have statistical views to testing the relations between observable and latent variables<sup>40</sup>. The important point to remember is that modeling structural equations can't be accepted absolutely, but they can just be not rejected. This makes researchers accept a special model temporarily; because, they acknowledge that in most cases, there are other equal models that match the data well like the temporarily-accepted one. In this paper, a two-stage model of Partial Least Squares, suggested by Hulland<sup>41</sup>, was used for data analysis which exerted Confirmatory Factor validity. Analysis in first stage and path analysis in second stage to analyze the relations among structures, since sampling of this study was in the hospital with few statistics for some research variables, Partial Least Squares analysis along with Smart PLS Software was used.

**Structural model fit:** This stage includes fit indices, determination and path coefficients, explained in the next section.

**Fit Indexes:** Different types of tests, generally called. Fit Indexes, are developing and being compared successively. But, there isn't a consensus on even one optimized test. So, different articles have represented different indices. Even structural equation programs like Smart PLS, Amos, and Lisrel software represent different fit indices<sup>42</sup>. However, a total criterion, called GOF was regarded for Partial Least Squares. Indices of these criteria have a range of 0-1, divided into absolute, partial, internal, and external model<sup>43</sup>. Fit indices of this study have been shown in table 5.

According to Henseler<sup>44</sup>, the values of fit indices over 0.7 are satisfactory, but less than 0.6 values show its weakness. According to Jung<sup>45</sup>, fit indices over 0.5 show acceptable quality. According to Table 6, research model is fit.

According to the indices of fit model, tested models are confirmed. In fact, these indices evaluate the quality of conceptual model. Confirming the model, the results of path analysis can be used and interpreted in hypothesis tests. Determination coefficients are more representing than correlation coefficients. Determination coefficients are the most important criteria, explaining the relation between 2 dependent variables. This coefficient expresses the percentages of dependent changes by dependent variables. Changing between 0 and 1, if determination coefficient is 0, regression line can't relate dependent changes to independent changes. In other words, if no change in dependent variable is explained by regression relations, the value of determination coefficient equals 0. But, if it is 1, regression line can relate dependent variable changes to independent changes. So, if all changes in dependent variables can be explained by regression relation, determination coefficient becomes 1 and other values lie between those two boundaries. Using Smart PLS Software, the conceptual model of this study was achieved.

This model shows that latent variables are visual concepts from model hypotheses. It also shows the extent of correlation among them and acceptance or rejection of the hypotheses according to those coefficients. Determination coefficients and significance level of posed structures in research model are shown in table 7.

Calculated coefficients show that dependent variable of employees' views is predicted by independent variable of awareness, considering modifying effects of the gender. In path analysis, the relations among variables are followed in one direction and considered as distinct paths. The results of investigating path coefficients and fitness model of structural equations are shown in figure 2. In the next part; research hypotheses along with path coefficients will be investigated. Investigating first hypothesis, considering table 7, the first hypothesis at the error level of 0.07 was confirmed. The resulted path coefficient was 0.475, showing the correlation between motivation and job satisfaction in the employees. Investigating second hypothesis, the second hypothesis investigating the

effects of job satisfaction on organizational commitment was confirmed at the error level of 0.07. Resulted path coefficient was 0.426, showing the correlation of variables. Investigating third hypothesis; the third hypothesis investigating the effects of motivation on organizational commitment was rejected considering path coefficient and significance level of 0.229 and 0.104, respectively. So, the effect of motivation on organizational commitment was not proved ( $>0.07$ ). Investigating fourth hypothesis, the fourth hypothesis investigating the effects of job experience on organizational commitment was not proved considering significance level of 0.375 ( $>0.07$ ). Investigating fifth hypothesis, the fifth hypothesis, investigating the effects of job experience on organizational motivation, was proved considering significance level of 0.013 and path coefficient of 0.348 ( $<0.07$ ). Investigating sixth hypothesis, the sixth hypothesis investigating the effects of job experience on job satisfaction was proved considering significance level of 0.04 and path coefficient of 0.259 ( $<0.07$ ).

**Table-4**  
**Demographic qualities of the respondents**

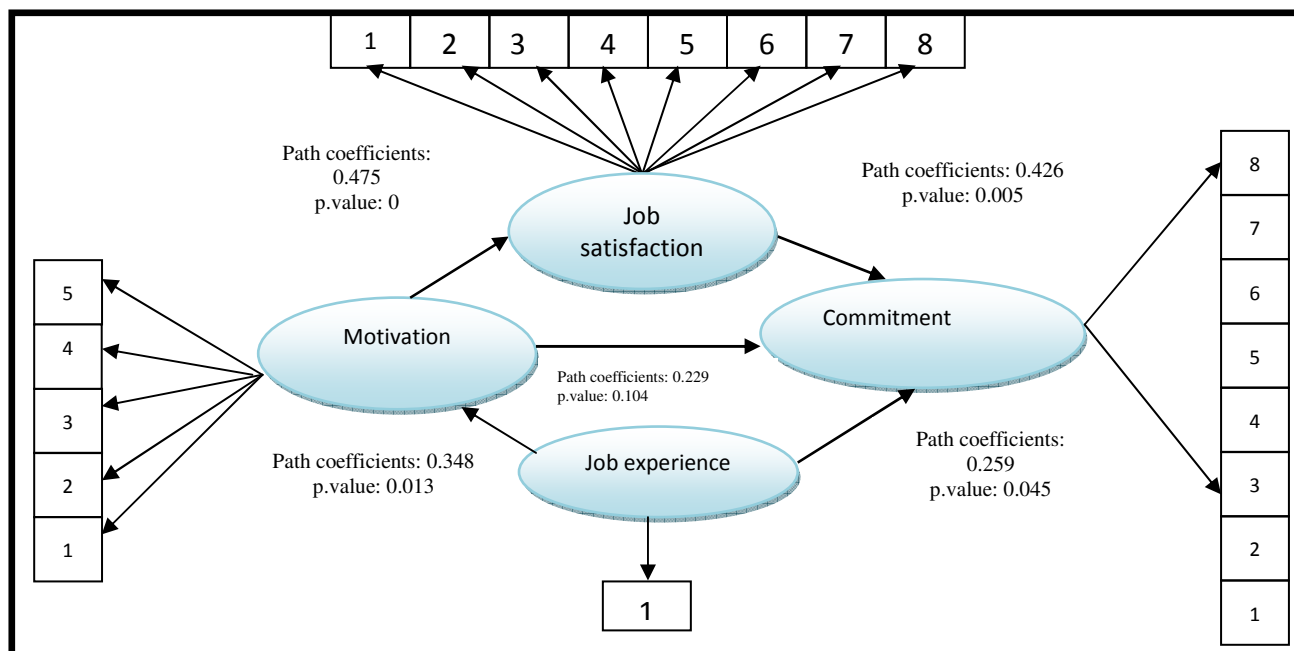
Cumulative Frequency percentage	Frequency Percentage	Frequency	Responses	Qualities
66	66	33	Female	<b>Gender</b>
34	34	17	male	
38	38	19	< 1 year	<b>Job experience</b>
60	22	11	1-2 year	
66	6	3	2-3	
100	34	17	Over 4 year	
36	36	18	<24 years old	<b>Age</b>
58	22	11	24-27	
76	18	9	27-30	
100	24	12	Over 30	
8	8	4	Diploma	<b>Education level</b>
54	46	4	B. A	
90	36	18	M. S	
100	10	5	P. H. D	

**Table-5**  
**Fit indices of the study**

Index Value	Index Type
0.659	Absolute
0.734	Partial
0.985	internal model
0.745	external model

**Table-6**  
**Determination coefficients**

Determination Coefficients	Dependent Variables
0.521	motivation
0.478	satisfaction
0.514	Organizational commitment



**Figure-2**  
**The conceptual model of this study**

**Table-7**  
**Coefficients and significance levels of hypotheses**

Results	Significance	Standard error	Statistics	Path Coefficients	
confirmed	0.013	0.135	2.571	0.348	Experience on motivation
confirmed	0.040	0.123	2.111	0.259	Experience on satisfaction
confirmed	0.000	0.123	3.868	0.475	Motivation on satisfaction
rejected	0.375	0.126	0.900	0.113	Experience on commitment
rejected	0.104	0.138	1.658	0.229	Motivation on commitment
confirmed	0.005	0.143	2.978	0.426	satisfaction on commitment

### Conclusion

There are many researches on the relation between job satisfaction and organizational commitment. Few studies have investigated the relation between job satisfaction and organizational commitment among nurses<sup>46</sup>. Studies have shown a close relation between patient's satisfaction and nurse's satisfaction<sup>47</sup>. Thus, this paper aimed to investigate the effects of job motivations, satisfaction, and experience on organizational commitment. For this purpose, a 50 person sample of the nurses in Ghaem Hospital in Mashhad City were determined using simple random sampling at the error level of 0.07, estimated by Cochran formula. 6 hypotheses were investigated in this study. The results for the first hypothesis agree with the studies of Tella et al. AlHussami, Tella et al, Alosia and Ayo. They also were consistent with the studies of Ayub and Rafif, who found that low income and less job satisfaction is the major reason of leaving job by the nurses. Confirming this hypothesis agreed with motivation theory, suggested by Herzberg, stating that achievement, progress, recognition, responsibility, and the job itself lead to motivation in people, directly correlated with job satisfaction<sup>48</sup>. The results of second hypothesis agree with the studies of Tella, Al

Hussami, Murray, Cano and Miller, Loke, Yoon and Thye<sup>49</sup> concluded that job satisfaction affects organizational commitment. Cano and Miller investigated the effective factors on job satisfaction and concluded that depression, absenteeism and chaos in work place is a consequence of job dissatisfaction. It can be stated that higher job satisfaction of the nurses in work place can yield cost decrease and increase peace in work place, resulting in higher patient's satisfaction. The results of third hypothesis agree with the study of Tella et al who found a correlation between organizational commitment and job satisfaction rather than motivation. The reason for this can be lack of stimulation in people by deep values, leading to not forming a deep common view to commitment in the organization. The results of fourth hypothesis agree with the studies of Cano and Miller who investigated satisfaction-creating factors among teachers and farmers, concluding an insignificant correlation between work experience and the number of the years a person was working in that job. The results of fifth hypothesis agree with the results of Tella et al, implying that a person with more job experience has higher job satisfaction which may be for his more dominance in the job and familiarity with the probable problems of it.

The results of this study can impress designing a peaceful and motivating less stressful environment, leading to less absenteeism and employment costs. Since the effect of motivation on job satisfaction was confirmed, it is suggested that the officials should focus on motivation-creating factors in nurses. The factors come from the study of Cano and Miller, motivation theory of Herzberg, providing progress conditions, responsibility and autonomous conditions. According to Ayub and Rafif, income and money are strong stimulators; so, they can be used for creating a better work environment and higher job satisfaction among nurses. According to AlAmeri, satisfaction of the nurses is correlated with patients' satisfaction.

## References

1. Gill Mandip Green HRM., People Management Commitment to Environmental Sustainability, *Research Journal of Recent Sciences*, **1 (ISC-2011)**, 244-252, (2012)
2. Tella.A. Ayeni. C.o, Popoola. S.o., Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria, *Library Philosophy and Practice*, 1-16 (2007)
3. Luthans, F., Organizational Behavior. 8th ed. Boston: Irwin McGraw-Hill (1998)
4. Kittur Parveen and Hundekar S.G., Corporate transformation through Leadership: Understanding Macro-Cultural Implications for Indian organizations, *Research Journal of Recent Sciences*, **1 (ISC-2011)**, 253-258, (2012)
5. Notes, C., Introduction to Structural Equation Modeling, *Journal of The Academy of Marketing Science*, **4(5)**, 5-35 (2010)
6. Bauer, T. and S. Bender., Technological Change, Organizational Change, and Job Turnover, *Labour Economics*, **11(3)**, 265–291 (2004)
7. Linz S.J., Job Satisfaction among Russian Workers, *International Journal of Manpower*, **24(6)**, 626-652 (2003)
8. Cornelbin T., Job characteristics as determinants of job satisfaction and labor mobility, Discussion paper No. 334, *Institute of Quantitative Economic Research*, University of Hannover, Germany, 25, (2006)
9. Kertcher Z. and Hachen D., Online Work Motivation: An Experiment Of instrumental And Moral Incentives, 1-49 (2011)
10. Akinboye J.O., Executive behavior battery. Ibadan: Stirling- Horden Publishers, (2001)
11. Brown J. and Sheppard B., Teacher librarians in learning organizations, Paper Presented at the Annual Conference of the International Association of School Librarianship, Canada, and August 25-30 (1997)
12. Sinclair R.R., Tucker J.S., Cullen J.C. and Wright C., Performance differences among four organizational commitment profiles, *Journal of Applied Psychology*, **90(6)**, 1280-1287 (2005)
13. Banjoko S.A., Human resource management, Lagos: Saban Publishers, (1996)
14. Burney L. and S.K. Widner, performance measurement systems, job –relevant information, and managerial behavioral responses– Role Stress and Performance, *Behavioral Researching Accounting*, (19), 43-69, (2007)
15. Harrington J., Training adds up. Incentive, **177(6)**, 22 (2003)
16. Hooman H.A., Modeling Structural Equations Using Lisrel Software, Samt Publication, 2<sup>nd</sup> Ed, (2010)
17. Silverthorne C., The impact of organizational culture and person organization fit on Organizational commitment and job satisfaction in Taiwan, *Leadership and Organization Development Journal*, **25(7)**, 592-599, (2004)
18. Locke, E.A. and Lathan G.P., Theory of goal setting and task performance, Englewood, Cliffs, N.J.: Prentice-Hall. Pp 248-250, (1990)
19. Jamal M., Job stress satisfaction and mental health: An empirical examination of self employed and non-self employed Canadians, *Journal of Small Bossiness Management*, **35(4)**, 48-57 (1997)
20. MacDonald R., Labors of love: Voluntary working in a depressed economy, *Journal of Social Policy*, **25(1)**, 19-38, (1996)
21. Meyer J.P. and Allen N.J., A three component conceptualization of organizational commitment, *Human Resource Management Review*, **1**, 61-89 (1991)
22. Belsare Satish and Patil Sunil, Study and Evaluation of user's behavior in e-commerce Using Data Mining, *Research Journal of Recent Sciences*, **1(ISC-2011)**, 375-387 (2012)
23. Alexander J.A., Liechtenstein R.O. and Hellmann E., A causal model of voluntary turnover among nursing personnel in long term psychiatric setting, *Research in Nursing and Health*, **21(5)**, 415-427 (1998)
24. Lee C.H., A study of underemployment among self-initiated expatriates, *Journal of World Business*, **40(2)**, 172-187 (2005)
25. Raorane A.A., Kulkarni R.V. and Jitkar B.D, Association Rule – Extracting Knowledge Using Market Basket Analysis, *Research Journal of Recent Sciences*, **1(2)**, 19-27 (2012)



26. Cano J. and Miller G., An Analysis of Job Satisfaction and Job Satisfier Factors Among six taxonomies of agricultural education teachers, *Journal of Agricultural Education*, 9-18 (1992)
27. Murray R.A., Job Satisfaction of Professional and Paraprofessional Library Staff at The University of North Carolina at Chapel Hill, a master's paper for the M.S. in L.S. degree, Master's paper submitted to the faculty of the School of Information and Library Science of the University of North Carolina at Chapel Hill in partial fulfillment of the requirements for the degree of Master of Science in Library Science, 1-68 (1999)
28. Ayub N. and Rafif S., The relationship between Work Motivation and Job Satisfaction, *Pakistan Business Review*, 332-347 (2011)
29. Farrell D. and Petersen J., Commitment, Absenteeism, and Turnover of New Employees: A Longitudinal Study, *37*, 681-692 (1984)
30. Wharton P., Potter P.E. and Parry P., Keeping the Faculty: Issues of Socialization, Justice, and Commitment to the Workplace, *The official journal of the Institute of Behavioral and Applied Management*, **6(1)**, 1-87 (2004)
31. Bauer T, High Performance Workplace Practices and Job Satisfaction: Evidence from Europe, Discussion Paper **1265**, 1-39 (2004)
32. AL-Hussami M., 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*, **22(2)**, 286-295 (2008)
33. Weiss D.J., Manual for the Minnesota satisfaction Questionnaire, Minnesota Studies in Vocational Rehabilitation, XXII University of Minnesota, (1967)
34. Loker J.C., Leadership behaviors: effects on job satisfaction, productivity and organizational commitment. *Journal of Nursing Management*, **9(4)**, 191-204, (2001)
35. Freund A., Commitment and job satisfaction as predictors of turnover intentions among welfare workers, *Administration in Social Work*, **29(2)**, 5-21(2005)
36. Hair J.F. Sarstedt M. and Ringle C.M., An Assessment of the Use of Partial Least Squares Structural Equation Modeling in Marketing Research, *Journal of the Academy of Marketing Science*, 1-20, (2011)
37. Steenkamp J.B. and Baumgartner H., Assessing Measurement in Variancein Cross-National Consumer Research, *Journal of Consumer Research*, **25(1)**, 78-90, (1998)
38. Malhotra N.K., Guesteditorial: Cross-cultural marketing research in the twenty-first century, *International Marketing Review*, **18(3)**, 230-234 (2001)
39. Iacobucci D. Grisaffe D. Duhachek A. and Marcati A., FAC-SEM: A methodology for modeling factorial structural equations models, applied to cross-cultural and cross- industry drivers of customer evaluations, *Journal of Service Research*, **6(1)**, 3-23 (2003)
40. Herzberg F., Mauser B., Peterson R.O. and Capwell D.F., Job attitudes: A review of research and opinion, Pittsburgh, Pennsylvania: *Psychological Service at Pittsburgh*, (1957)
41. Hulland J., The Use of Partial Least Squares (PLS) in Strategic Management Research: A Review of Four Recent Studies, *Journal of Strategic Management*, **20(2)**, 195-204 (1999)
42. Keller R.T., Transformational leadership, initiating structure & substitutes for leadership: A longitudinal study of research and development project team performance, *Journal of Applied Psychology*, **91(1)**, 202-210 (2006)
43. Lu H., While A. and Barriball K., Job satisfaction among nurses: a literature review. *International Journal of Nursing Studies*, **42(2)**, 211-227, (2005)
44. Henseler J., Ringle C.M. and Sinkovics R., The use of Partial Least Squares Path Modeling In International Marketing, *New Challenges to International Marketing Advances in International Marketing*, **20**, 217-319, (2009)
45. Jung S., Regularized Structural Equation Models with Latent Variables, A thesis submitted to McGill University in partial fulfillment of the requirements, *of the degree of Doctor of Philosophy*, 1-57 (2009)
46. Lim K.H. Sia C.L., Lee M.K.O. and Benbasat I., Do I trust you online, and if so, will I buy? An empirical study of two trust-building strategies, *Journal of Management Information Systems*, **23(2)**, 233-266 (2006)
47. Al-Aameri A.S., Job satisfaction and organizational commitment for nurses, *Saudi Medical Journal*, **21(6)**, 231-235 (2000)
48. Sun Y. Lim K. Jiang C. and Sun J., Do males and females think in the same way? Unempirical investigation on the gender differences in the web advertising evaluation, *Journal of Computers in Human Behavior*, **26(6)**, 1614-1625 (2010)
49. Yoon J. and Thye S., A dual process model of organizational commitment: job Satisfaction and organizational support, *Work and Occupations*, **29(1)**, 97-124 (2002)