

The Relationship Between Organizational Commitment and Job Satisfaction in Healthcare Professionals: A Meta-Analysis

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<p>Corresponding Author Cuma FİDAN</p> <p>DOI https://10.48121/jihsam.1294446</p> <p>Received 09.05.2023</p> <p>Accepted 29.05.2023</p> <p>Published Online 23.10.2023</p> <p>Key Words Health institutions, Health personnel, Job satisfaction, Meta-analysis, Organizational commitment</p> <p><i>This paper was presented as an abstract at the 8th International Health Sciences and Management Conference</i></p>	<p style="text-align: center;">ABSTRACT</p> <p><i>This meta-analysis study examined the relationship between organizational commitment and job satisfaction among healthcare professionals. The YÖK Thesis Center database was searched using the keywords "job satisfaction and organizational commitment" between November 19, 2022, and February 3, 2023. The inclusion criteria were (1) being a thesis, (2) examining the relationship between job satisfaction and organizational commitment levels of healthcare professionals in Türkiye, (3) adopting a quantitative research method, and (4) having access to the full text. The literature review yielded 2.998 theses, out of which 22 theses (19 master's theses and three Ph.D. theses), with 5.547 healthcare professionals meeting the inclusion criteria. The correlation effect size was calculated, and the random effect model ($p < 0.001$, $I^2 = 94.408$, $\tau > 0.22$) was used to calculate the joint effect size. The results showed a statistically significant correlation between job satisfaction and organizational commitment among healthcare professionals in Türkiye ($M: 0.376$; 95% CI: 0.286-0.460), and there was no publication bias. The fact that the results did not change when unpublished studies were included in the analysis positively affected the validity and reliability. Future studies should investigate the relationship between organizational commitment and job satisfaction based on different healthcare professional groups.</i></p>
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1. INTRODUCTION

Job satisfaction and organizational commitment among healthcare professionals contribute to the sustainability of healthcare systems (Wang et al., 2022). Healthcare professionals' perceptions, experiences, emotions, and attitudes toward their work and the conditions of the healthcare institution they work for determine their job satisfaction or dissatisfaction (Reing-Betella et al., 2022). Therefore, job satisfaction stems from the health personnel's perceptions of their work and work environment. Healthcare professionals with high job satisfaction provide quality healthcare services and contribute to the healthcare organization's performance (Cho and Kim, 2022). Organizational commitment refers to the willingness of healthcare professionals to integrate with the health institution they work for, to adopt the values of the health institution, and to remain a member of the health institution. Organizational commitment is influenced by individual work experience, work environment, organizational structure, and job and role-related factors (Sahan and Terzioglu, 2022). Accordingly, job satisfaction is an essential determinant of organizational commitment (Lestari et al., 2022).

Research indicates a positive correlation between job satisfaction and organizational commitment among healthcare professionals (Akanbi and Itiola, 2013; Akyurt et al., 2015; Ergun and Celik, 2015; Hos and Oksay, 2015; Choi and Kim, 2016; Stamouli and Gerbeth, 2021; Cho and Kim, 2022; Kim and Cho, 2022; Reing-Betella et al., 2022; Sahan and Terzioglu, 2022; Wang et al., 2022; Yi et al., 2022). Most of the studies have focused on the relationship between job satisfaction and organizational commitment among nurses and have found that high levels of job satisfaction and organizational commitment positively impact the performance of healthcare institutions and staff. This means that healthcare professionals with high job satisfaction and organizational commitment also experience high staff satisfaction, self-efficacy, psychological health, motivation, job development, quality healthcare, and interpersonal communication. These professionals also experience low job stress and have high participative leadership skills. Furthermore, researchers recommend developing human resources policies that aim to increase the job satisfaction and organizational commitment levels of healthcare staff for sustainability and quality in healthcare institutions (Cho and Kim, 2022; Lestari et al., 2022; Yi et al., 2022). This study aimed to investigate the relationship between job satisfaction and organizational commitment among healthcare professionals.

2. MATERIALS AND METHODS

This study utilized meta-analysis, a method used to combine and integrate the results of previous studies to reach general conclusions (Slough and Tyson, 2022). The primary objective of this study was to investigate the relationship between job satisfaction and organizational commitment among healthcare professionals. The research question addressed by this

study was: "Is there a correlation between job satisfaction and organizational commitment among healthcare professionals?"

Inclusion and Exclusion Criteria

The YÖK Thesis Center database was searched using the keywords "job satisfaction and organizational commitment" between November 19, 2022, and February 3, 2023. The sample consisted of quantitative full-text theses investigating the relationship between job satisfaction and organizational commitment among healthcare professionals in Türkiye. This study adhered to the Preferred Reporting Items for Systematic Reviews and Meta-Analysis Protocols (PRISMA) (Figure 1) (Page et al., 2021).

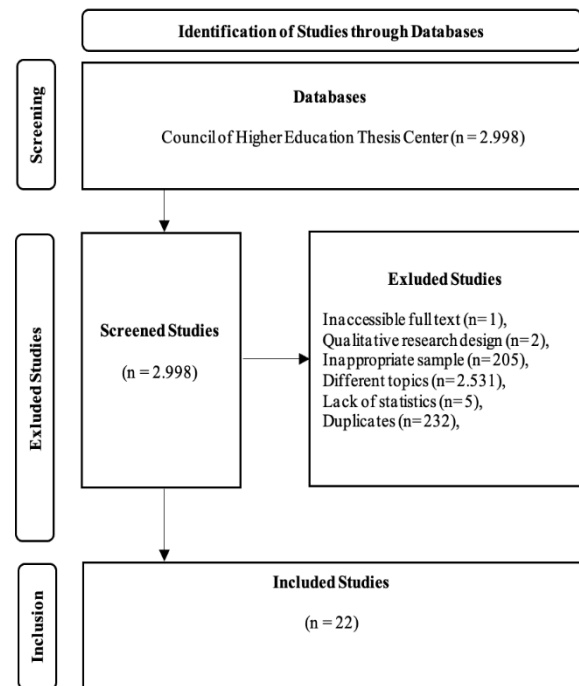


Figure 1. PRISMA Flow Diagram

In the study; determination of research purpose and problem, determination of selection criteria, collection and coding of data, deciding on the effect size criterion, deciding on the model to be used in calculating the common effect size, conducting publication bias analysis, conducting heterogeneity test and reporting the results meta-analysis stages were followed (Levitt et al., 2018). A total of 2,998 thesis studies were examined during the data collection process of the study. During this examination process; inaccessible full text, qualitative research design, inappropriate sample, different topics, lack of statistic and duplicates studies (n=2.976) were not included in the scope of the research. Therefore, the sample consisted of 22 theses (Figure 1). The earliest thesis was conducted in 2010, while the latest was conducted in 2022. The sample consisted of 19 master's theses and three Ph.D. theses with a total of 5.547 healthcare professionals. The results are sample-specific.

Data Analysis

The data were analyzed using the Comprehensive Meta-Analysis (version 3). Since the theses involve a correlation between two variables, the effect size was calculated using the correlation effect size method (Borenstein et al., 2017).

The heterogeneity was statistically significant ($p < 0.001$) and high ($I^2 > 0.75$). There was a between-study variance ($T^2 > 0.22$) (Table 1). Therefore, the random effect model method was used to calculate the joint effect size (Borenstein et al., 2010).

Rosenthal's and Orwin's fail-safe N, Begg and Mazumdar's rank correlation, Egger regression, and

Duval and Tweedie's trim and fill statistical methods were used to determine publication bias. There was no publication bias. When unpublished theses (Duval and Tweedie trim and fill method) were included in the analysis, the results did not change (Table 2), which positively affected the validity of the results (Borenstein et al., 2021).

3. RESULTS

There is a positive correlation between job satisfaction and organizational commitment among healthcare professionals (M:0.376; 95% CI:0.286-0.460) (Figure 2, Table 1).

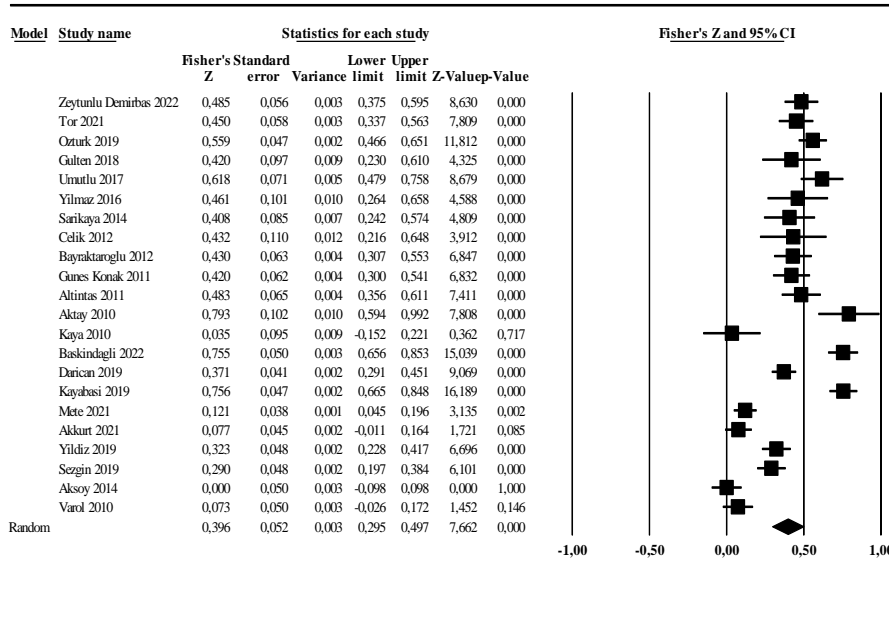


Figure 2. Forest Plot

Table 1. Meta-Analysis Results

k	M	% 95 GA	Z	p	Q	df	p	I ²	T ²
22	0.376	0.286 0.460	7.662	0.000	375.548	21	0.000	94.408	0.054

k: Number of theses, M: Random effect model, CI: confidence interval, z: normal standard deviation, Q: Cochran's test for homogeneity of variance, df: Degrees of freedom, I²: Heterogeneity, T²: Between-study variance.

There is no publication bias (Table 2, Figure 3). When unpublished theses (Duval and Tweedie trim and fill method) were included in the analysis, the results did not change (Table 2).

Table 2. Publication Bias Analysis Results

Method	Test Result
Rosenthal fail-safe N	5.319*
Orwin's fail-safe N	491*
Begg and Mazumdar rank correlation	0.352**
Egger's regression	0.147**
Duval and Tweedie's trim and fill	4***
	(M: 0.311 CI: 0.212-0.405)

*: Test value > 5k + 10, **: p > 0.05, ***: Test value < k.

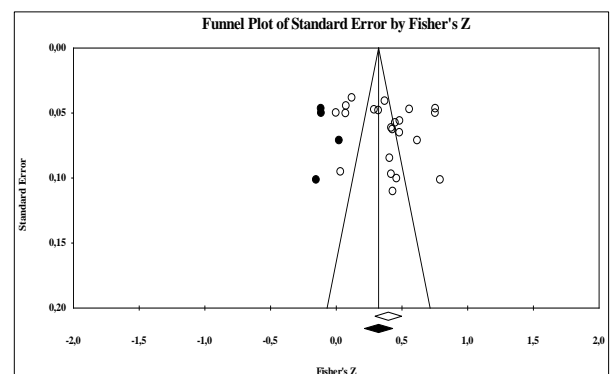


Figure 3. Funnel Graph (Duval and Tweedie trim and fill method)

4. DISCUSSION AND CONCLUSIONS

Through this meta-analysis, we aimed to investigate the relationship between job satisfaction and organizational commitment among healthcare professionals in Türkiye. The study included 19 master's theses and three Ph.D. theses, all of which were quantitative studies with full-text access investigating the relationship between job satisfaction and organizational commitment among healthcare professionals in Türkiye. The sample size included 5.547 healthcare professionals. We used the correlation effect size to calculate the effect size and the random effect model method to calculate the joint effect size.

Our findings reveal a positive relationship between job satisfaction and organizational commitment among healthcare professionals in Türkiye. These findings are consistent with previous meta-analyses that also reported a positive relationship between job satisfaction and organizational commitment (Akanbi and Itiola, 2013; Choi and Kim, 2016; Kim and Cho, 2022). Furthermore, healthcare professionals with high levels of job satisfaction and organizational commitment show better job performance, interpersonal communication, self-efficacy, and motivation, while experiencing lower levels of job stress, absenteeism, and burnout. They also find their job more meaningful and rewarding. These findings suggest that promoting job satisfaction and organizational commitment could contribute to the sustainability of healthcare systems (Wang et al., 2022). For this reason, strategies should

be developed to increase the organizational commitment and job satisfaction levels of healthcare professionals in health institutions.

The results suggest that there is no publication bias, and the inclusion of unpublished studies did not alter the positive correlation between job satisfaction and organizational commitment among healthcare professionals. This strengthens the validity and reliability of the study findings. This study suggests that healthcare institutions should develop human resources policies that enhance job satisfaction and organizational commitment among healthcare professionals. Future meta-analyses should also investigate the relationship between job satisfaction and organizational commitment among different health professional groups.

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No

Conflict of Interest

The author declared there is no conflict of interest

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