Research Paper

Understanding Organizational Commitment and its Factors Influencing the Nurse's Job Satisfaction in Hospitals- A Systematic Literature Review and Further Research Agendas

Rashmi M[1&2]* & Linus Benedicta DSouza[3]

[1] Doctoral Research Scholar, Srinivas Institute ofManagement&Commerce,Srinivas University, Mangalore.
[2] Associate Professor, Department of Hospital Administration, Father Muller Medical College. Mangalore.
Rajiv Gandhi University for Health Sciences. Bangalore. India.
[3]Research Professor, Srinivas Institute ofManagement&Commerce,Srinivas University. Mangalore. Karnataka. India.
Corresponding Author

ABSTRACT
Organizational commitment is a crucial concept when it comes to human resource management and Organizational behavior. It has to do with how much a worker commits to and identifies with the goals, values, and purposes of their company. Elevated levels of Organizational commitment are associated with enhanced job satisfaction, less attrition, and better performance. The expected ideal condition, status, and research deficit are all included in this article. A research agenda is determined by applying the ABCD framework to qualitatively analyze the identified research gap.The paper documents the topic and provides helpful information about it, which will aid future scholars.
Keywords: Organizational commitment, nurse's job satisfaction, Hospitals.

I. INTRODUCTION

Organizational commitment is a cornerstone of organizational psychology and management and affects the lifespan and performance of organizations and enterprises in a variety of industries. It describes the degree to which employees feel a sense of connection, loyalty, and dedication to their organizations on an emotional, intellectual, and ethical level. Employees are more eager to put in more time, effort, and energy to achieve organizational goals as their commitment grows, which promotes a good work environment, enhanced performance, and lower job satisfaction rates.With the landmark work of Meyer and Allen (1991), the idea of organizational commitment rose to prominence in the late 20th century. The Three-Component Model of Commitment, which is now commonly used, divides commitment into three categories: affective, continuance, and normative commitment. (Meyer, J. P., et al . (1991)[1])

Employees who have an affective commitment to the company choose to stay because they feel a connection to it. Employees stay because they are motivated to do so by the perceived costs of leaving the company. A sense of responsibility or obligation towards the company is a component of normative commitment, which motivates people to stick around because they should.Employee behavior and performance are significantly influenced by affective commitment, in particular. Employees who have a deep emotional connection to their company are more likely to put in extra effort, solve problems before they arise, and improve the work environment. This emotional bond is frequently fostered through encouraging interactions with coworkers and managers, a sense of agreement with the company's ideals, and fulfilling job responsibilities that meet their objectives on both a personal and professional level. The relationship between organizational commitment and job satisfaction is also quite important. Due to the sense of fulfillment, they gain from their work, employees who feel more commitment often have better job satisfaction. Increased motivation, improved job performance, and a reduction in turnover intentions are all influenced by higher job satisfaction.(Mathieu, J.

E., et al. (1990). [2])

Organizations that have highly devoted employees profit in several ways. Employee commitment primarily acts as a stopgap against turnover. The costs of hiring, training, and lost productivity are reduced since genuinely committed employees are less inclined to look for work elsewhere. Furthermore, devoted workers are more likely to support the company's objectives and guiding principles, which enhances organizational culture and cohesion in general. This alignment may lead to better creativity, teamwork, and overall reputation.Several strategies can be used to encourage organizational commitment. To keep employees informed about the organization's vision, goals, and future, effective communication is essential. Offering employees chances for growth, career promotion, and reassurance about their futures inside the company increases their commitment to staying with the company. Employees' affective commitment is strengthened when their contributions are acknowledged and appreciated. It also shows that their work is appreciated.(Mowday, R. T., et al. (1979). [3])

II. OBJECTIVESOFTHESTUDY

(1) To understand the terminological concepts in the literature related to organizational commitment.
(2) To summarize previous and current workthatis related to organizational commitment and its factors influencing job satisfaction.
(3) To identify the literature that contributes to the research work on organizational commitment and its factors influencing the nurse's job satisfaction in the healthcare sector.
(4) To identify the areas of research on organizational commitment and its factors influencing the nurse's job satisfaction in the healthcare sector.
(5) To identify research gap and future research agendas on organizational commitment and its factors influencing the nurse's job satisfaction in the healthcare sector

III. METHODOLOGYOFDATACOLLECTION&ANALYSIS

Aliteraturesearchrelatedtotheresearchtopicwasconductedusingthe keywordsorganizational commitment, factors of organizational commitment, nurse's job satisfaction, hospitals, and healthcare sector. Therelevantliteratureworksweresearchedusingthe Google Scholarresearchengine.78suitablearticleswereidentifiedandwereused toreviewtheliteraturestudy.

3.1 RelatedWorkontheTerminological Concepts ofOrganizational Commitment

Severalstudieshavebeenconductedonterminological concepts of organizational commitment in any organization. These studies helped the researcher tounderstand the terminological concepts in different areas of study and gave various ideas and motivation to moveforwardwiththecurrentstudy.Inthebelowtable,variousrelatedworks,andcontributionsofauthorsintheterm inological concepts of organizational commitmentfieldsarediscussed.

Table 1: Terminological concepts in some selected reviews on the organizational commitment

Sl. No.	Contribution	Reference
1	In today's dynamic and competitive corporate environment, the idea of organizational commitment is of utmost importance. Employees who are committed are more likely to put up the time, effort, and resources necessary to accomplish organizational goals. They demonstrate better levels of job satisfaction, improved performance, and a willingness to go above and beyond to ensure the organization's success. Additionally, motivated workers often grow a sense of pride and belonging, fostering a productive workplace that values cooperation and creativity.	Meyer, J. P., et al., (1991). [1]
2	The Psychology of Commitment, Absenteeism, and Turnover provides an overview of the theory and research on the relationships between employees and their employers, including how these relationships develop, how strong they are, and how they can deteriorate or end. The factors that affect employee loyalty, absenteeism, and turnover as well as the effects that these factors have on individuals, work teams, and the overall organization.	Mowday, R. T., et al.,(2013). [4]
3	The importance of organizational commitment has increased since it was recognized as the essential element for cooperation and consensus in a functionally coherent organization. It can be inferred that having loyal employees was crucial for businesses because there was evidence to support the idea that loyal employees increase an organization's worth and aid in luring and keeping the greatest talent.	Alrowwad, A. A., et;al (2019, April). [5]
4	All organizational commitment subscales and organizational climate had a favorable and significant association. To increase teachers' responsibility to remain at the organization, to make efforts for organizational goals (normative commitment), and to feel emotionally attached to and enjoy their time spent there (affective commitment), it is advised that managers foster a positive and desirable environment for teachers.	Hosseini, M., et al.,(2015). [6]
5	The three components of commitment—affective (AC), normative (NC), and continuation (CC)—combine to produce profiles, and these profiles have various implications for behavior and well-being, according to the three-component model of commitment. These theories were put to the test in a	Meyer, J. P., et al.,(2013).[7]

	military setting, and factors (such as perceived organizational support, organizational justice, work happiness, and leadership satisfaction) that might influence the formation of commitment profiles were also looked at. Uncommitted employees and those with CC-dominant profiles reported the least favorable conditions, were most active in job search activities, and scored highest on anxiety and depression.	
6	An overview of academic and popular viewpoints on the characteristics of dedicated workers and their development is provided in Commitment in the Workplace. The many facets of commitment are looked at, as well as the connections that have been made between organizational behavior and the many forms of commitment. Additionally, issues relating to personal differences, organizational traits, and work experiences linked to commitment are investigated.	Meyer, J. P., et al.,(1997). [8]
7	When employees had a greater learning goal orientation, a higher organizational learning culture, and a higher perception of development feedback from their managers, they showed the greatest organizational commitment. In total, learning goal orientation and the two contextual components, organizational learning culture and developmental feedback, accounted for 30% of the variance in organizational commitment. Employee psychological attachment to an organization increased with the degree to which they believed it to offer continuous learning, dialogue and inquiry, team learning, established systems, empowerment, system linkage, and strategic leadership. Employees are more likely to demonstrate a higher level of organizational commitment when they receive higher developmental feedback.	Joo, B. K., et al.,(2010). [9]
8	An organization's productivity and performance are based on dedication and satisfaction with the jobs of its staff, which supports increasing revenues. Higher levels of job satisfaction and organizational commitment can be attained by using transformational leadership, a strategy that improves the relationship between the boss and the employee. Additionally, transformational leaders support staff members in developing their creativity and innovation so they can provide fresh ideas that help the business stay competitive and adjust to its shifting external environment.	Bushra, F., et al.,(2011). [10]
9	The concept of socially responsible human resource management (SR-HRM) and looked at how employee organizational commitment (OC) was affected in the Chinese setting by perceived SR-HRM. The research hypotheses were put to the test using hierarchical multiple regression analysis after looking at the psychometric characteristics of the scales. The findings demonstrated that SR-HRM is generally positively correlated with OC. Legal compliance regardinglabor Affirmative commitment (AC), continuation commitment (CC), and normative commitment (NC) are all strongly positively correlated with human resource management (HRM) and general corporate social responsibility facilitation. The association between employee-focused HRM and AC and NC is significantly beneficial, but not with CC. SR-HRM and AC have a stronger link than it does with SR-HRM CC and NC.	Shen, J., et al.,(2011). [11]
10	Many companies use training as a helpful strategy to improve the knowledge and abilities of their staff members. This is because well-trained staff will do their tasks more effectively. One of the key methods for achieving organizational objectives through staff recruitment, retention, and management success is training. The outcome has practical implications for higher education institutions' decision-makers, who should concentrate on offering training programs for their employees to make sure they have the necessary abilities and knowledge to carry out their tasks effectively.	Hanaysha, J. (2016). [12]
11	One of the most important predictors of organizational commitment and turnover intention is job satisfaction, which suggests that high levels of job satisfaction lead to higher levels of commitment and lower levels of turnover intention. Job satisfaction thus has a positive impact on affective commitment, continuance commitment, and normative commitment while harming turnover intention. In one field study, a model of organizational commitment, turnover intention, and job satisfaction is established. The findings illustrated the importance of considering potential relationship-influencing elements by citing research on organizational commitment, job satisfaction, and turnover intention.	Yücel, İ. (2012).[13]
12	The study focused on evaluating both the level of organizational commitment and job satisfaction of public sector university faculty in Pakistan as well as the relationship between the two. The study intended to determine how devoted the professors were to their colleges and how satisfied they were with various aspects of their work. The study's conclusions showed that faculty members' organizational commitment was significantly positively influenced by their pleasure with their compensation, the quality of their supervision, and their satisfaction with their work. They demonstrated a high level of dedication to the organization and contentment with the work itself, management, pay, coworkers, and promotion prospects.	Malik, M. E., et al.,(2010). [14]
13	As higher levels of stress and burnout may have major effects on organizational performance, such as decreased job satisfaction and lowered organizational commitment, organizations strive to maximize productivity by minimizing stress. Additionally, some professions have a higher risk of burnout than others. A successful educational system requires effective teachers; hence the current exploratory study examines burnout among university faculty members. Only satisfied and committed employees will be prepared to maintain their relationship with the organization and putup significant effort to help it achieve its objectives, hence organizational commitment is crucial for retaining and attracting well-qualified staff.To improve the quality of service delivery, management must devote significant resources to assessing their workplace's physical and mental conditions.	Nagar, K. (2012). [15]
14	The study investigated the nature of links between demographic characteristics such as age and length of employment and aspects of job satisfaction and organizational commitment. The study also looked at how job satisfaction and demographic characteristics affected organizational commitment. The study's findings indicate that organizational commitment and job satisfaction mean values are on the moderate side. A slightly substantial positive association between organizational commitment, demographic characteristics, and several aspects of job satisfaction was discovered. Age, work tenure, general job satisfaction, supervision, and remuneration were the key determinants of organizational commitment.	Azeem, S. M. (2010).[16]
15	The study explores the way organizational commitments are affected by work satisfaction. Results	Eslami, J., et

	showed that organizational commitments are positively and significantly impacted by work satisfaction. The results illustrated that important work satisfaction factors are to organizational commitments. The practical implication of the findings was that managers work actively to increase employee job satisfaction in their organization to increase their degree of organizational commitment. Additionally, research indicated that making the right investments in satisfaction with work can strengthen organizational ties. According to research, making the right investments in staff satisfaction helped strengthen organizational commitments.	al.,(2012).[17]
16	The work experience that is most strongly linked to employees' affective organizational commitment (AC) is perceived organizational support (POS), which refers to their perception that the organization values their contributions and cares about their well-being. It was proposed that perceived organizational competence (POC), which refers to an organization's ability to meet its goals and objectives, may improve this connection by better meeting employees' socio-emotional needs. According to the study's findings, POC improved the bond between POS and AC, and this correlation extended to extra-role performance.The results indicated that POC has a significant impact on how POS and AC interact.	Kim, K. Y., et al.,(2016). [18]
17	The study explored the attitudes of staff members at tourist-oriented Indian hotels. It examined how they perceived training possibilities and how that affected the quality of the services they offered to customers. The relationship between perceived accessibility to training, perceived support for training, perceived benefits from training, and the consequences of training on service quality, as mediated by organizational commitment, was highlighted in an integrated model. By examining the responses of staff members working in small and medium-sized tourist hotels located in Uttarakhand, India, the study was undertaken to determine this association. The study's conclusions showed a significant correlation between employee training and the standard of services provided by staff in tourist hotels.	Dhar, R. L. (2015). [19]
18	The study's findings showed a substantial positive association between organizational commitment, work satisfaction, and emotional intelligence as well as a relationship between job satisfaction and organizational commitment. The study's findings, however, supported gender differences in emotional intelligence, with women reporting higher levels of emotional intelligence, although there were no age differences among the individuals.	Anari, N. N. (2012). [20]
19	The study results showed that organizational commitment was significantly enhanced by employee involvement. Additionally, it was discovered that the workplace had a sizable favorable effect on organizational dedication. Finally, the study's findings demonstrated that organizational learning significantly strengthens commitment inside an organization. The research results gave management in higher education institutions advice on how to foster organizational commitment among their staff members by using efficient human resource management strategies, which might ultimately result in increased organizational performance and competitiveness.	Hanaysha, J. (2016). [21]

3.2 RelatedWorkonthe factors of organizational commitment

Severalstudieshavebeenconductedon the factors of organizational commitment in any organization. Inthebelowtable,variousrelatedworks,andcontributionsofauthorsintherelatedfieldsarediscussed.

Table 2: Some of the selected reviews on organizational commitment and its factors influencing job satisfaction.

Sl. No.	Contribution	Reference
1	The study aimed to shed light on how specific personal and institutional factors affect the organizational commitment and job satisfaction of early childhood educators who work in center-based programs. Although several background variables such as age, education, experience, remuneration, and professional orientation did have statistically significant associations with various aspects of satisfaction and organizational commitment. The degree of organizational commitment and ideal congruence had the strongest connections with the satisfaction components. Only one aspect of employee satisfaction showed a significant difference between nonprofit and for-profit programs.	Jorde-Bloom, P. (1988). [23]
2	Two factors that define commitment among staff members are an employee's commitment to the company's success and their belief that working there is their best alternative. The study's goal was to determine how job happiness and organizational commitment affected workers' loyalty. The study also identified a link between organizational commitment and work happiness.	Pandey, C., et al.,(2012). [24]
3	The survey tried to gauge employee job satisfaction across several pharmaceutical organizations. It concentrated on the relative weighting of job satisfaction elements and how they affected workers' overall job satisfaction. The effects of medication type, work experience, age, and sex disparities on attitudes towards job satisfaction were also examined. The findings indicated that the key elements influencing job satisfaction are pay, work efficiency, indirect supervision, and coworker relationships.	Kabir, M. N., et al.,(2011). [25]
4	The study aimed to examine the relationships between organizational commitment and job satisfaction among shipyard employees who work for several auxiliary military shipbuilding businesses in the north of Spain. The findings of the study demonstrated a substantial relationship between employment commitment and age, education level, and environmental risk. Additionally, there is a connection between organizational commitment and environmental risk. Additionally, older workers and those with less schooling are more committed to their jobs. The level of job satisfaction is lower for employees with more education.	Reig-Botella, A., et al.,(2022).[26]
5	The banking industry in Chennai, India's largest metropolis, was the focus of the researcher's study of work satisfaction among employees at new private sector and selected public sector banks. Since banks are the foundation of our nation, their impact on it should be as great as possible. To identify the various aspects influencing the job satisfaction of those working in the banking industry, the researcher conducted a factor analysis using the principal component technique.	Sowmya, K. R., et al.,(2011). [27]

6	The variables influencing job satisfaction, their relationships, and their effects on job loyalty have all been incorporated into a model. Job satisfaction was most influenced by rewards and recognition as well as the work environment, although there is no correlation between job satisfaction and decision-making. Additionally, there is a strong correlation between work loyalty and job satisfaction. Job satisfaction is allegedly measured by human resource management in established or multinational businesses. It will assist managers in better understanding the degree of satisfaction among employees and can inspire them.	Waqas, A., et al., (2014). [28]
7	The factors impacting the organizational commitment are the motivation of the instructors at work and their job satisfaction. The purpose of the study was to empirically investigate the contributions of teachers' job happiness and work motivation to the organization's commitment to exceptional schools. Data collection tools included the work motivation, job satisfaction, and organizational commitment scales. The technique of multiple linear regression was used to analyze the data. Compared to teachers' job satisfaction, the motivation of the teachers' jobs had a stronger influence on organizational commitment.	Tentama, F., et al.,(2016). [29]
8	The researcher investigated how academic leaders at Tamil Nadu universities felt about their jobs and how it affected their devotion to their organizations. Organizational commitment served as the dependent variable, with job satisfaction serving as the independent variable. The study discovered a strong and positive correlation between organizational commitment and work satisfaction.	Gopinath, R. (2020). [30]
9	The study looked at the elements that affect organizational commitment on an affective level. As the most significant antecedent of affective organizational commitment, it primarily concentrated on the effects of job satisfaction. The results showed that affective organizational commitment was significantly positively impacted by job satisfaction in the contexts of both countries.	Chordiya, R., et al.,(2017).[31]
10	The study found numerous statistically significant relationships between the weight given to specific elements and total job satisfaction, mostly about the respondents' groups that were chosen based on the analysis. The study supports the hypothesized validity of research into the variables influencing employees' overall feelings of satisfaction.	Sypniewska, B. (2014).[32]
11	The findings indicated that while work rewards are shown to be better indicators of satisfaction than commitment, individual attributes have very little bearing on either contentment or commitment. The results also showed that satisfaction and commitment had reciprocal impacts, which was even more noteworthy. However, it looked like satisfaction had a substantially higher impact on commitment than the other way around.	Mottaz, C. J. (1987).[33]
12	The study found that the principal's job satisfaction and organizational commitment varied significantly across nations and continents. The principal's opinions towards the job and the school were strongly predicted by the school's pleasant social interactions, safety, human resources, staffing autonomy, school management style, and financial resources.	Liu, Y., et al.,(2018).[34]
13	According to the study, the factors that contribute to organizational commitment were a good salary, non-monetary benefits, poor relationships with coworkers, career advancement, job training, and development, challenging tasks, recognition from peers and top management, poor relationships with coworkers, working long hours, lack of recognition from top management, disrespect from top management, poor working conditions, and inadequate managerial competence of top management. The study validated the concept that there is a significant connection between motivation, job satisfaction, and organizational commitment. It also supported the position that this relationship exists.	ArunKumar, S. (2014).[35]
14	According to the findings, the following factors, in decreasing order of importance, had the greatest impact on a doctor's job satisfaction: (1) income; (2) relationships with coworkers; (3) the standard of medical examination and treatment; (4) hospital resources; (5) workplace autonomy; and (6) opportunities for training and promotion. Additionally, doctors were more likely to be devoted to their employer when they were happy in their position. To boost doctors' happiness and loyalty in providing public health services, the study suggested numerous policy implications for managers in the medical industry.	Vuong, B., et al.,(2021).[36]
15	The results demonstrated that while job happiness does not directly affect job performance, it positively and directly promotes organizational commitment. Only when an organization is dedicated to the task at hand can employee work satisfaction improve job performance. Leadership, internal marketing, and empowerment all have a good impact on job happiness. Employee commitment to the organization is increased via empowerment and leadership. Employee job happiness was negatively impacted by internal job stress, whereas employee performance was improved by external job stress. The paper's conclusions identified the primary elements that affect employees' commitment to their organizations and job performance in the hospitality sector, which can serve as benchmarks for human resource management in that sector.	Tsai, M. C., et al., (2010).[37]
16	The study was split into dependent and independent components that each have their direct effects on work satisfaction and intention to leave. At different levels, there was a correlation between job satisfaction, organizational commitment, organizational performance, and employees' intentions to leave the company. Job satisfaction and organizational commitment are viewed as independent variables, while turnover intention and organizational commitment are viewed as dependent variables. Examining the various degrees of job satisfaction and employee intention to leave helped as well.	Dayal, G., et al.,(2021).[38]
17	According to the results, efficiency, compensation, fringe supervision, and employee interactions are the main elements impacting job happiness. Most telecom industry employees reported feeling satisfied with their jobs. To better understand how aspects such as working conditions, compensation and promotions, job security, fairness, and relationships with coworkers and managers affect job satisfaction, the research was primarily conducted.	Saeed, R., et al.,(2013).[39]
18	The results of the research showed that transformational leadership strongly influences both job satisfaction and organizational commitment. It has been demonstrated that both organizational commitment and job satisfaction have a major impact on employee performance.	Atmojo, M. (2015).[40]
19	The study measured and investigated factors that affected K–12 online teachers' job satisfaction,	Larkin, I. M.

	organizational commitment, and turnover intentions. K-12 online teachers had a moderate to high degree of job satisfaction, according to the first phase's findings. This correlates with their affective commitment to their organization and their intention to continue teaching in the online environment in the near, intermediate, and long term. The most enjoyable features of the participants' jobs were flexibility, serving the needs of students, technical help, and their professional community. The quantitative findings from the first part of the study were confirmed and expanded upon by the second phase's findings. The findings provided leaders of K–12 online schools looking to keep new workers with statistically relevant variables that influence teacher retention.	(2015).[41]
20	The findings of the research demonstrated the value of job satisfaction and organizational commitment in producing highly motivated, creative, and productive people resources for an organization. Strong organizational commitment and good job satisfaction will prevent both intended and actual turnover. It is hard to meet every requirement and expectation of the workforce because each employee is different. Employees and employers alike should endeavor to create an environment where they may work in a happy, motivated, and productive way to accomplish specific objectives.	Aydogdu, S., et al., (2011). [42]

3.3 RelatedWork on the areas of research on organizational commitment and its factors influencing the nurse's job satisfaction in the healthcare sector.
Severalstudieshavebeenconductedon organizational commitment and the factors influencing the nurse's job satisfaction in any organization. Inthebelowtable,variousrelatedworks,andcontributionsofauthorsintherelatedfieldsarediscussed.

Table 3: Some of the selected reviews on the areas of research on organizational commitment and its factors influencing the nurse's job satisfaction in the healthcare sector.

Sl. No.	Contribution	Reference
1	Staffing decisions have an impact on job satisfaction, how the functioning of the health team is impacted by job satisfaction, and how outcomes for patients and nurses are impacted by job satisfaction in the health system. Studies that use standardized definitions of job satisfaction, agreed-upon methods for calculating costs, a distinction between voluntary and involuntary turnover, samples from various units, organizations, and even nations, longitudinal research designs, and multivariate analysis, among other factors, have the potential to produce findings that are more insightful into the complex phenomenon of nursing job satisfaction. The health systems of all countries must be strengthened, which calls for a professional nursing workforce.	Hayes, L. J., et al., (2006). [43]
2	This review finds that reducing the span of control and workload, enhancing organizational support from supervisors, and giving managers decision-making authority may increase front-line managers' job satisfaction. By addressing the issues that affect front-line managers' job satisfaction, healthcare organizations may improve the recruitment, retention, and sustainability of future nurse leadership.	Lee, H. F., et al., (2008).[44]
3	Nurses who are happy with their jobs are more likely to stay with their employers. Given its profound effects on organizational productivity and effectiveness, administrators and managers in healthcare organizations should pay more attention to the satisfaction of nurses and other staff members in their facilities. The manager can work to improve the nurses' level of job satisfaction in areas including the work itself, benefit programs, rewards, work conditions, and promotions to boost the nurses' level of commitment.	Salem, O. A., et al.,(2016).[45]
4	A culture where nursing staff members are devoted, motivated, and strongly attached to their sacred profession is urgently needed in healthcare organizations. Understanding organizational behavior and predicting employee retention, job satisfaction, and performance depend heavily on nurses' impressions of the general approach to organizational commitment.	Dinc, M. S., et al.,(2018).[46]
5	Strengthening the intention to continue nursing could also be accomplished by taking steps to promote occupational commitment. Enhancements in these areas should boost nurses' intentions to practice nursing and stop the exodus of this valuable human resource from the healthcare industry. The intention to continue nursing was positively impacted by job satisfaction, affective occupational commitment, and normative occupational commitment, but not directly by the effort-reward ratio. Although it wasn't a mediator, occupational commitment to continuation had a beneficial impact on the intention to continue nursing.	Satoh, M., et al.,(2017).[47]
6	Compared to unit nurses, ward nurses reported higher levels of organizational commitment and job satisfaction. Significant variations were discovered between emotional and continuous commitments on the organizational commitment subscales. Significant differences between the two groups were also discovered in the social services, moral values, recognition, responsibility, supervision/human connections, and supervision/technical subscales of the work satisfaction scale. The ICU is a difficult work environment for nurses, who reported reduced dedication and satisfaction.	Saleh, A. M., et al.,(2014).[48]
7	Employees at hospitals expressed commitment to their employer and a moderate level of job satisfaction. The top predictors of job satisfaction among hospital personnel were salaries, perks, promotions, contingent rewards, interpersonal interactions, and working conditions. There was a close relationship between commitment, leadership, and job satisfaction. The study demonstrates the critical role of leadership in employees' job satisfaction and commitment and illustrates the causal relationships between job satisfaction and commitment. Considering the organizational culture and the organizational maturity of the workforce, managers should choose the optimal leadership style.	Mosadeghrad, A. M., et al.,(2013). [49]
8	Role stress among nurses could harm their job satisfaction, role stress could harmorganizational commitment, role stress could have a positive impact on job satisfaction, and role stress could harmorganizational commitment. Additionally, the results imply that reducing role ambiguity in job stress has the greatest impact on boosting nurses' organizational commitment when a medical organization seeks to increase nurses' commitment to the organization.	Ho, W. H., et al.,(2009).[50]

9	The study looked at the connections between the employee outcomes of registered nurses working in general wards, intensive care units, an acute hospital, and coronary care units and the five leadership behaviors described by Kouzes and Posner. The results revealed a pattern that was consistent with the first research done in the United States of America. Employee results and the use of leadership practices were highly connected. According to the regression analysis, the usage of leadership behaviors can account for 29% of work satisfaction, 22% of organizational commitment, and 9% of productivity.	Chiok Foong Loke, J. (2001).[51]
10	One of the most studied topics in organizational behavior and human resource management is job satisfaction. Employee commitment and productivity were expected to increase with employee satisfaction, and minimal turnover was implied by devoted personnel. To keep the staff and properly deliver healthcare, it was crucial to ensure satisfaction with work. The review's goal was to find gaps and investigate the various aspects that influence job satisfaction. A prior analysis of the research revealed that, in addition to financial rewards, job satisfaction was positively connected with other motivational elements such as recognition, autonomy, achievement, and possibilities for growth and development.	Nemmaniwar, A., et al.,(2016).[52]
11	According to the paper's findings, hospital staff members were committed to their organization and moderately satisfied with their jobs. Job satisfaction and organizational commitment among employees were highly connected to leaving the company (P 0.001). Although the positive association between the two was predicted, the correlation with turnover intention was unanticipated. It was crucial to strengthen job satisfaction and organizational commitment by implementing the appropriate human resource policies because they were strongly correlated with turnover.	Mosadeghrad, A. M., et al.,(2008).[53]
12	The study investigated how the big five personality qualities affected Kenyan healthcare workers' loyalty to their organizations and job happiness. The study used a correlational descriptive study design and a self-administered questionnaire to gather its results. Extraversion and Neuroticism also exhibited a good relationship with job satisfaction, whereas Openness, Conscientiousness, and Neuroticism had a positive relationship with organizational commitment. More specifically, a link between organizational commitment and job satisfaction was discovered to be favorable. This result showed that employees who exhibited openness, neuroticism, extraversion, and conscientiousness turned to healthcare organizations to discover a stronger sense of commitment and professional satisfaction.	Ganu, D., et al.,(2014).[54]
13	The study discovered that perceived access to training, social support for training, learning motivation, and perceived advantages of training are all positively correlated with organizational commitment when using social exchange theory as a framework for investigating the relationship. Job satisfaction but not job involvement moderates the link between perceived access to training opportunities and the effective form of organizational commitment. The results were reviewed in terms of how they might be applied theoretically and practically to HRD, how to manage HRD in healthcare settings, and for researchers who were interested in the results of HRD.	Bartlett, K. R. (2001).[55]
14	Complex models of association were found when the causal relationships between these variables and demographic factors were investigated. The findings revealed that organizational commitment had the biggest and most direct influence on the intention to resign, whereas work satisfaction only had a little indirect effect. The conclusion that pay satisfaction had both direct and indirect effects on turnover intent was also in line with the pay policies' administrators' presumptions. It was discovered that control factors including having a degree, having kids, and working 12-hour shifts had both direct and indirect effects on pay satisfaction and intention to leave the job.	Lum, L., et al.,(1998). [56]
15	Results of the study showed that for tellers but not for professionals, organizational commitment was more strongly correlated with intentions to leave than job satisfaction. For both samples, job satisfaction had a stronger correlation with performance ratings from supervisors than organizational commitment. The results revealed that whereas global organizational attitudes were more closely correlated with organization-related outcomes like turnover intentions, specific job attitudes were more directly associated with task-related outcomes like performance ratings.	Shore, L. M., et al.,(1989).[57]
16	According to several studies, nurses' opinions of their organization's ethical climate are linked to greater job satisfaction and organizational commitment, which in turn promote better organizational citizenship behaviors. By affecting an organization's ethical climate, work happiness, and organizational commitment, the article's findings revealed that hospitals can improve organizational citizenship behaviors. To increase organizational citizenship behavior, hospital administrators could encourage the climate types of caring, law, code, and rules climate, satisfaction with coworkers, affective commitment, and normative commitment, while preventing the climate types of instrumental climate and continuance commitment.	Huang, C. C., et al.,(2012). [58]
17	The findings showed strong positive connections between nurses' perceptions of the overall ethical work climate and each of their perceptions of organizational commitment, support, and job satisfaction. However, there were substantial negative connections between each of these factors and the intention of nurses to leave the profession. Additionally, the ethical work environment, organizational support, organizational commitment, and job satisfaction each individually made a significant contribution to the prediction of turnover intention, accounting for around 33% of the explained variance of turnover intention.	Abou Hashish, E. A. (2017). [59]
18	The article's primary goal was to investigate the connections between organizational commitment, turnover intention, and work satisfaction. The findings suggested that job satisfaction is one of the major predictors of organizational commitment and turnover intention. Affective commitment, a continuance commitment, and normative commitment are all positively impacted by high job satisfaction, but turnover intention is negatively impacted. High job satisfaction is also linked to higher levels of commitment and lower levels of turnover intention.	Yücel, İ. (2012).[60]
19	Stress, burnout, and turnover intention were among numerous recurrent problems that the scientific community felt required consideration. Based on that, a model of organizational commitment was created to achieve performance and health quality. Its main outcome was the creation of the proper management policies, which prevented the organization from being abandoned in the pursuit of commitment and job satisfaction. The necessity to develop a human resources model for hospital administrators focused on relationships with "patients" rather than "clients" through the preservation of a favorable and robust culture of staff engagement is among the primary conclusions. Lastly, training courses on transformational	Rodríguez-Fernández, et al., (2021). [61]

	leadership encourage staff commitment to the organization and their well-being.	
20	The study focused on how emotional intelligence and its components affected nurses' commitment to their organizations and satisfaction with their work. The study looked at the relationships between nurses' emotional intelligence, job satisfaction, and organizational commitment as well as the role that job satisfaction had in mediating those relationships. Job satisfaction and organizational commitment were strongly and favorably correlated with emotional intelligence. The positive relation between job satisfaction and organizational commitment was also significant. It was discovered that the relationship between organizational commitment and emotional intelligence can be mediated by job satisfaction.	Güleryüz, G., et al., (2008). [62]

3.4 RelatedWorks to identify the areas of research on organizational commitment and its influence on nurses' job satisfaction in the healthcare sector.

Table 4: Some of the selected reviewsto identify the areas of research on organizational commitment and its influence on nurse's job satisfaction in the healthcare sector.

Sl. No.	Contribution	Reference
1	The study's findings could be used by policymakers to strengthen retention tactics, improve working conditions for nurses, and improve job-related outcomes. A significant result of the study was that policymakers should view improving nurses' organizational commitment as a problem that calls for the creation of recruitment, attraction, and retention measures for committed nurses.	Al-Haroon, H. I., et al., (2020).[63]
2	The results of the study show that role stress has a detrimental impact on nurses' commitment to their organizations as well as their job happiness. According to parameter estimates for the correlation, role stress among nurses had a more detrimental effect on organizational commitment than it did on job satisfaction. Accordingly, the findings implied that reducing role ambiguity with a path coefficient of in-role stress had the best effect on boosting nurses' organizational commitment when a medical organization sought to increase nurses' commitment to the organization.	Ho, W. H., et al., (2009).[64]
3	The study's findings made it abundantly evident what considerations must be made when hiring new employees, limiting the emigration of skilled staff members to developed nations, and working to raise the standard of healthcare. As the most significant component found in the study, "positive professional identification" must serve as the cornerstone for hiring new employees. Additionally, the study's findings made it abundantly evident that organizational systems needed to be improved to prevent the emergence of role conflict and ambiguity. Additionally, major efforts should be made to improve nurses' general happiness to advance the standard of healthcare.	Veličković, V. M., et al.,(2014). [65]
4	It suggests that developing positive relationships with coworkers might have a significant impact on one's devotion to their work. Hospital administrators and human resource departments might encourage organizational commitment by assisting fellow nurses in creating communities of practice so that when faced with challenges at work, coworkers would kindly listen to one another.	Alipour, F., et al.,(2015). [66]
5	To increase the efficiency and effectiveness of the organization, hospital and nursing administrators should focus more on retaining nurses with extensive experience by offering an excellent job ladder. This is because those nurses can perform well and provide high-quality nursing care.	Siew, P. L., et al.,(2011).[67]
6	The engagement of nurses and organizational commitmentare favorably connected with both transformational and transactional leadership styles. Nursing managers' and nurses' differing perspectives of leadership styles reflected problems in nursing administration.	Al-Dossary, R. N. (2022). [68]
7	The findings of the research provided additional insight into the relationship between organizational and individual traits and employee commitment and job satisfaction. The results demonstrate several workplace tactics that could help with nurse retention and employee willingness to work for the organization.	Ingersoll, G. L., et al., (2002). [69]
8	The study revealed a statistically significant positive correlation among job satisfaction, work environment, and organizational commitment. Administrators may become more committed to addressing the nursing shortage if they adopt initiatives for improving job satisfaction among nurses and fostering a healthy work environment.	Seren Intepeler, S., et al.,(2019). [70]
9	The study's conclusions showed that affective commitment and burnout were negatively correlated, with nursing personnel experiencing far higher levels of burnout. Moreover, compared to burnout, affective commitment exhibited a favorable relationship with perceived organizational support and procedural justice. Additionally, affective commitment had a significant effect on how well the nursing staff performed on the job.	Sharma, J., et al.,(2016). [71]
10	The study's conclusions included ideas that collectively showed how the nurses perceived and experienced the elements influencing their organizational commitment. Through organizational factors, occupational challenges, and contributory/participatory management, the nurses identified elements affecting their organizational commitment, according to an assessment of their experiences.	Sepahvand, F., et al.,(2019). [72]

IV.   NEWRELATEDISSUE

The researcher will try to examine in depth the other related factorsthat concern organizational commitment and its effects on job satisfaction, specifically targeting the nurses working in hospitals.Further research is needed to examine the impact of job satisfaction on health system costs, and how nurse job satisfaction influences patient and nurse outcomes.Human resource department professionals can help

their employees to improve job satisfaction, and organizational commitment and to decrease turnover intention through establishing positive organizational learning cultures and considering managerial support and employees' differences. (Joo B. K., et al. (2010).[73]) When employees work in a resourceful environment where they can get immediate support from supervisors who serve as an embodiment of management, employees are more likely to reciprocate in productive behaviors.(Agyemang, C. B., et al. (2013).[74])

RESEARCHGAP

A key viewpoint and component of any prominent organization is planning and development. Even if a great deal of research and surveys have been conducted in this field, assessing how organizing and progress evolved is a unique viewpoint that is not frequently reviewed. The effects of contextual factors on organizational commitment and nurse job satisfactionsuch as cultural differences and systemic changes in healthcareare often ignored in research. By looking at these contextual factors, it may be possible to gain a better understanding of the way findings are used in different situations.

RESEARCHAGENDA

After analyzing the literature shown above, it is learned that bygiving more preferences to organizational commitment, the job satisfaction variable can be improved among all cadres of the staff in any kind of organization. So also, same can be expected when a study is conducted on nurses working in hospitals among whom job satisfaction has a lot of influence on attrition absenteeism and lack of employee engagement in their workplace. Intheabovestudies,moreimportanceisgiventostudyingtherelationship between organizational commitment and job satisfaction.Thisresearchstudyisintendedtofocusonestablishing a relationship between organizational commitment and job satisfaction among the nurses working in hospitals. The focus will be mainly on the study oforganizational commitment and the factors that influence Job satisfaction among nurses of all cadre working in hospitals. Forthisstudytheresearcherhasplannedto choose respondentsi.e., nurses from private multispecialty hospitals only as from the above studies it is inferred that nurses from government hospitals exhibit extreme job satisfaction irrelevance to organizational commitment or employee engagement factors influence them.After a detailed study, the researcher intends to find a tool that can be used to establish the relationship between organizational commitment and its factors influencing Job satisfaction among nurses. The same can be used to prevent nurses from leaving their jobs frequently or even reducing work stress or similar factors.

3.3 AnalysisofResearchAgenda:

As per the literature review results, it is recognized that policymakers should view improving nurses' organizational commitment as a problem that calls for the creation of recruitment, attraction, and retention measures for committed nurses.(Al-Haroon, H. I., et al.(2020).[63]), reducing role ambiguity with a path coefficient of in-role stress had the best effect on boosting nurses' organizational commitment when a medical organization sought to increase nurses' commitment to the organization.(Ho, W. H., et al. (2009)[64]), several workplace tactics that could help with nurse retention and employee willingness to work for the organization.(Ingersoll, G. L., et al. (2002).[69]), through organizational factors, occupational challenges, and contributory/participatory management, the nurses identified elements affecting their organizational commitment, according to an assessment of their experiences.(Sepahvand, F., et al. (2019). [72])andmanymorereviewsshowthesignificanceoftheresearchagenda.

3.4 ProposedResearchTopic:

Based on the review and research gap, it is proposed to study the relationship between job satisfaction and organizational commitment among nurses of private tertiary care hospitals.

3.5 ABCDAnalysisoftheResearchProposal:

An approach for qualitative and quantitative evaluation of processes, principles, technologies, concepts, and strategies was developed in 2015 and is known as ABCD analysis. (Aithal, P. S. (2016). & Aithal, P. S., et al. (2015).[75-76]).The system's advantages (A), benefits (B), constraints (C), and disadvantages (D) are determined due to this framework. Here, the research proposal's limitations, advantages, and downsides have been identified as determining factors. (Aithal, P. S. (2017). & Kumari Pavithra, et al. (2020). [77-78]).

Table5:QualitativeABCDAnalysisofResearch Proposal

SL.No.	Determinants	Advantages	Benefits	Constraints	Disadvantages
1	Identificationof factors of organizational commitment	1) Elevated Domain about the Acceptance of Innovative Approaches and Improvement 2) Obtain an Interior Advancement level.	1) Consistent work process 2) More efficiency	The administrative drive from those in higher positions	1) The management team might exhibit a lack of interest. 2) Financial constraints
2	ManagementofNurse's Job Satisfaction	1) Organizations are helped by representative preparation and advancement to stay ahead of changes in the organization's operations. 2) The Ability to Attract Highly Skilled People	Improved working conditions and a rise in work productivity and delivery	Budgetary Requirements	Work pressure on the Human resource department
3	Recommendaction ofpolicyfor training	Helpful in maintaining relevant knowledge and information	1) Improved working conditions and fewer disputes within the organization 2) Standard work procedures	Need assessment of training	Finding Equipped and Developing Expertise Cost Money and Time
4	Hospitals	Provides Organizations with the Essential Advantages	1) Growth and development 2) Varied cadres of nurses	1) Duplication of program 2) A substantial workload	Patient care should not be compromised.

V. SUGGESTIONSTOIMPLEMENTRESEARCHACTIVITIESACCORDINGTOTHE PROPOSAL

(1) As amendments must be made in the healthcare industry, a culture of ownership and close involvement with the organization's vision and mission must be instilled among younger and recently hired employees. Currentresearchis required.

(2) Policymakers should work to strengthen retention strategies, professional environments, and job-related outcomes for the nursing profession. Thus, working terms and circumstances of the human resources department should be revised to help achieve goals and enhance medical services.

(3) Enhancing the organizational commitment of nurses should be taken into consideration by policymakers as an organizational issue requiring the creation of recruitment, attraction, and retention strategies for committed nurses.

VI. CONCLUSION

Basedonthereviews,itcanbeconcludedthatOrganizational commitment is a complex concept that includes an employee's relationship with their employer's ethical, cognitive, and emotional aspects. It acts as a potent motivator for worker behavior, affecting performance, retention, and job satisfaction. Organizations may develop a workforce that is devoted, motivated, and in line with their objectives by comprehending and fostering the various dimensions of commitment. Investing in tactics to increase organizational commitment is not only advantageous but also necessary at a time when talent acquisition and retention are crucial for sustainable success.

REFERENCES

[1]. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. Human resource management review, 1(1), 61-89.Google Scholar↗

[2]. Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. Psychological bulletin, 108(2), 171.Google Scholar↗

[3]. Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. Journal of vocational behavior, 14(2), 224-247.Google Scholar↗

[4]. Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). Employee—organization linkages: The psychology of commitment, absenteeism, and turnover. Academic press.Google Scholar↗

[5]. Alrowwad, A. A., Almajali, D. A., Masa'Deh, R. E., Obeidat, B., & Aqqad, N. (2019, April). The role of organizational commitment in enhancing organizational effectiveness. In Proceedings of the 33rd International Business Information Management Association Conference, IBIMA (pp. 9133-9154).Google Scholar↗

[6]. Hosseini, M., & Talebiannia, H. (2015). Correlation between organizational commitment and organizational climate of physical education teachers at schools of Zanjan. International Journal of Sport Studies, 5(2), 181-185.Google Scholar↗

[7]. Meyer, J. P., Kam, C., Goldenberg, I., & Bremner, N. L. (2013). Organizational commitment in the military: Application of a profile approach. Military Psychology, 25(4), 381-401. Google Scholar↗

[8]. Meyer, J. P., & Allen, N. J. (1997). Commitment in the workplace: Theory, research, and application. Sage publications.Google Scholar↗

[9]. Joo, B. K., & Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback. Leadership & Organization Development Journal, 31(6), 482-500.Google Scholar↗

[10]. Bushra, F., Usman, A., & Naveed, A. (2011). Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore (Pakistan). International journal of Business and Social science, 2(18), 261-267.Google Scholar↗

[11]. Shen, J., & Jiuhua Zhu, C. (2011). Effects of socially responsible human resource management on employee organizational commitment. The International Journal of Human Resource Management, 22(15), 3020-3035.Google Scholar↗

[12]. Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. Procedia-Social and Behavioral Sciences, 229, 298-306.Google Scholar↗

[13]. Yücel, İ. (2012). Examining the relationships among job satisfaction, organizational commitment, and turnover intention: An empirical study.Google Scholar↗

[14]. Malik, M. E., Nawab, S., Naeem, B., & Danish, R. Q. (2010). Job satisfaction and organizational commitment of university teachers in public sector of Pakistan. International journal of business and management, 5(6), 17.Google Scholar↗

[15]. Nagar, K. (2012). Organizational commitment and job satisfaction among teachers during times of burnout. Vikalpa, 37(2), 43-60.Google Scholar↗

[16]. Azeem, S. M. (2010). Job satisfaction and organizational commitment among employees in the Sultanate of Oman. Psychology, 1(4), 295-300.Google Scholar↗

[17]. Eslami, J., & Gharakhani, D. (2012). Organizational commitment and job satisfaction. ARPN journal of science and technology, 2(2), 85-91.Google Scholar↗

[18]. Kim, K. Y., Eisenberger, R., & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. Journal of Organizational Behavior, 37(4), 558-583.Google Scholar↗

[19]. Dhar, R. L. (2015). Service quality and the training of employees: The mediating role of organizational commitment. Tourism management, 46, 419-430.Google Scholar↗

[20]. Anari, N. N. (2012). Teachers: emotional intelligence, job satisfaction, and organizational commitment. Journal of workplace Learning, 24(4), 256-269.Google Scholar↗

[21]. Hanaysha, J. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. Procedia-Social and Behavioral Sciences, 229, 289-297.Google Scholar↗

[22]. Newman, A., Thanacoody, R., & Hui, W. (2011). The impact of employee perceptions of training on organizational commitment and turnover intentions: a study of multinationals in the Chinese service sector. The international journal of human resource management, 22(8), 1765-1787.Google Scholar↗

[23]. Jorde-Bloom, P. (1988). Factors influencing overall job satisfaction and organizational commitment in early childhood work environments. Journal of Research in Childhood Education, 3(2), 107-122.Google Scholar↗

[24]. Pandey, C., & Khare, R. (2012). Impact of job satisfaction and organizational commitment on employee loyalty. International Journal of Social Science & Interdisciplinary Research, 1(8), 26-41.Google Scholar↗

[25]. Kabir, M. N., & Parvin, M. M. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. Australian journal of business and management research, 1(9), 113-123.Google Scholar↗

[26]. Reig-Botella, A., Clemente, M., Detaille, S., de Lange, A. H., & López-Golpe, J. (2022). Which Personal and Organizational Factors Influence the Organizational Commitment and Job Satisfaction of Shipyard Blue-Collar Workers?. International Journal of Environmental Research and Public Health, 19(8), 4849.Google Scholar↗

[27]. Sowmya, K. R., & Panchanatham, N. (2011). Factors influencing job satisfaction of banking sector employees in Chennai, India. Journal of law and conflict Resolution, 3(5), 76-79.Google Scholar↗

[28]. Waqas, A., Bashir, U., Sattar, M. F., Abdullah, H. M., Hussain, I., Anjum, W., & Arshad, R. (2014). Factors influencing job satisfaction and its impact on job loyalty. International Journal of Learning and Development, 4(2), 141-161.Google Scholar↗

[29]. Tentama, F., & Pranungsari, D. (2016). The Roles of Teachers' Work Motivation and Teachers' Job Satisfaction in the Organizational Commitment in Extraordinary Schools. International Journal of Evaluation and Research in Education, 5(1), 39-45.Google Scholar↗

[30]. Gopinath, R. (2020). Impact of job satisfaction on organizational commitment among the academic leaders of tamil nadu universities. GEDRAG & Organisatie Review, 33(2), 2337-2349.Google Scholar↗

[31]. Chordiya, R., Sabharwal, M., & Goodman, D. (2017). Affective organizational commitment and job satisfaction: A cross- national comparative study. Public Administration, 95(1), 178-195.Google Scholar↗

[32]. Sypniewska, B. (2014). Evaluation of factors influencing job satisfaction. Contemporary economics, 8(1), 57-72.Google Scholar↗

[33]. Mottaz, C. J. (1987). An analysis of the relationship between work satisfaction and organizational commitment. The Sociological Quarterly, 28(4), 541-558.Google Scholar↗

[34]. Liu, Y., & Bellibas, M. S. (2018). School factors that are related to school principals' job satisfaction and organizational commitment. International Journal of Educational Research, 90, 1-19.Google Scholar↗

[35]. ArunKumar, S. (2014). An empirical study: relationship between employee motivation, satisfaction, and organizational commitment.Google Scholar↗

[36]. Vuong, B., Tung, D., Tushar, H., Quan, T., & Giao, H. (2021). Determinates of factors influencing job satisfaction and organizational loyalty. Management Science Letters, 11(1), 203-212.Google Scholar↗

[37]. Tsai, M. C., Cheng, C. C., & Chang, Y. Y. (2010). Drivers of hospitality industry employees' job satisfaction, organizational commitment and job performance. African Journal of Business Management, 4(18), 4118.Google Scholar↗

[38]. Dayal, G., & Verma, P. (2021). Employee Satisfaction And Organization Commitment: Factors Affecting Turnover Intentions And Organization Performance. Ilkogretim Online, 20(5).Google Scholar↗

[39]. Saeed, R., Lodhi, R. N., Iqbal, A., Nayyab, H. H., Mussawar, S., & Yaseen, S. (2013). Factors influencing job satisfaction of employees in telecom sector of Pakistan. Middle-East Journal of Scientific Research, 16(11), 1476-1482.Google Scholar↗

[40]. Atmojo, M. (2015). The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. International research journal of business studies, 5(2).Google Scholar↗

[41]. Larkin, I. M. (2015). Job satisfaction, organizational commitment, and turnover intention of online teachers in the K-12 setting.Google Scholar↗

[42]. Aydogdu, S., & Asikgil, B. (2011). An empirical study of the relationship among job satisfaction, organizational commitment, and

turnover intention. International review of management and marketing, 1(3), 43-53.Google Scholar↗

[43]. Hayes, L. J., O'Brien-Pallas, L., Duffield, C., Shamian, J., Buchan, J., Hughes, F., ... & Stone, P. W. (2006). Nurse turnover: a literature review. International journal of nursing studies, 43(2), 237-263.Google Scholar↗

[44]. Lee, H. F., & Cummings, G. G. (2008). Factors influencing job satisfaction of front-line nurse managers: A systematic review. Journal of Nursing Management, 16(7), 768-783.Google Scholar↗

[45]. Salem, O. A., Baddar, F., & AL-Mugatti, H. M. (2016). Relationship between nurse's job satisfaction and organizational commitment. Journal of Nursing and Health Science, 5(1), 49-55.Google Scholar↗

[46]. Dinc, M. S., Kuzey, C., & Steta, N. (2018). Nurses' job satisfaction as a mediator of the relationship between organizational commitment components and job performance. Journal of Workplace Behavioral Health, 33(2), 75-95.Google Scholar↗

[47]. Satoh, M., Watanabe, I., & Asakura, K. (2017). Occupational commitment and job satisfaction mediate effort–reward imbalance and the intention to continue nursing. Japan Journal of Nursing Science, 14(1), 49-60.Google Scholar↗

[48]. Saleh, A. M., Darawad, M. W., & Al-Hussami, M. (2014). Organizational commitment and work satisfaction among Jordanian nurses: A comparative study. Life Science Journal, 11(2), 31-36.Google Scholar↗

[49]. Mosadeghrad, A. M., & Ferdosi, M. (2013). Leadership, job satisfaction and organizational commitment in healthcare sector: Proposing and testing a model. Materia socio-medica, 25(2), 121.Google Scholar↗

[50]. Ho, W. H., Chang, C. S., Shih, Y. L., & Liang, R. D. (2009). Effects of job rotation and role stress among nurses on job satisfaction and organizational commitment. BMC health services research, 9, 1-10.Google Scholar↗

[51]. Chiok Foong Loke, J. (2001). Leadership behaviours: effects on job satisfaction, productivity and organizational commitment. Journal of nursing management, 9(4), 191-204.Google Scholar↗

[52]. Nemmaniwar, A., & Deshpande, M. S. (2016). Job satisfaction among hospital employees: a review of literature. IOSR J Bus Manag, 18(6), 27-31.Google Scholar↗

[53]. Mosadeghrad, A. M., Ferlie, E., & Rosenberg, D. (2008). A study of the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees. Health services management research, 21(4), 211-227.Google Scholar↗

[54]. Ganu, D., & Kogutu, C. N. (2014). Effect of the big five personality traits on job satisfaction and organizational commitment in the healthcare industry: The case of Kenya. American Journal of Health Sciences (AJHS), 5(2), 145-154.Google Scholar↗

[55]. Bartlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. Human resource development quarterly, 12(4), 335-352.Google Scholar↗

[56]. Lum, L., Kervin, J., Clark, K., Reid, F., & Sirola, W. (1998). Explaining nursing turnover intent: job satisfaction, pay satisfaction, or organizational commitment?. Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 19(3), 305-320.Google Scholar↗

[57]. Shore, L. M., & Martin, H. J. (1989). Job satisfaction and organizational commitment in relation to work performance and turnover intentions. Human relations, 42(7), 625-638.Google Scholar↗

[58]. Huang, C. C., You, C. S., & Tsai, M. T. (2012). A multidimensional analysis of ethical climate, job satisfaction, organizational commitment, and organizational citizenship behaviors. Nursing ethics, 19(4), 513-529.Google Scholar↗

[59]. Abou Hashish, E. A. (2017). Relationship between ethical work climate and nurses' perception of organizational support, commitment, job satisfaction and turnover intent. Nursing ethics, 24(2), 151-166.Google Scholar↗

[60]. Yücel, İ. (2012). Examining the relationships among job satisfaction, organizational commitment, and turnover intention: An empirical study.Google Scholar↗

[61]. Rodríguez-Fernández, M., Herrera, J., & de Las Heras-Rosas, C. (2021). Model of organizational commitment applied to health management systems. International journal of environmental research and public health, 18(9), 4496.Google Scholar↗

[62]. Güleryüz, G., Güney, S., Aydın, E. M., & Aşan, Ö. (2008). The mediating effect of job satisfaction between emotional intelligence and organisational commitment of nurses: A questionnaire survey. International journal of nursing studies, 45(11), 1625-1635.Google Scholar↗

[63]. Al-Haroon, H. I., & Al-Qahtani, M. F. (2020). Assessment of organizational commitment among nurses in a major public hospital in Saudi Arabia. Journal of Multidisciplinary Healthcare, 519-526.Google Scholar↗

[64]. Ho, W. H., Chang, C. S., Shih, Y. L., & Liang, R. D. (2009). Effects of job rotation and role stress among nurses on job satisfaction and organizational commitment. BMC health services research, 9, 1-10.Google Scholar↗

[65]. Veličković, V. M., Višnjić, A., Jović, S., Radulović, O., Šargić, Č., Mihajlović, J., & Mladenović, J. (2014). Organizational commitment and job satisfaction among nurses in Serbia: A factor analysis. Nursing outlook, 62(6), 415-427.Google Scholar↗

[66]. Alipour, F., & Kamaee Monfared, M. (2015). Examining the relationship between job stress and organizational commitment among nurses of hospitals. Journal of Patient Safety & Quality Improvement, 3(4), 277-280.Google Scholar↗

[67]. Siew, P. L., Chitpakdee, B., & Chontawan, R. (2011). Factors predicting organizational commitment among nurses in state hospitals, Malaysia. IIUM Medical Journal Malaysia, 10(2).Google Scholar↗

[68]. Al-Dossary, R. N. (2022). Leadership style, work engagement and organizational commitment among nurses in Saudi Arabian hospitals. Journal of healthcare leadership, 71-81.Google Scholar↗

[69]. Ingersoll, G. L., Olsan, T., Drew-Cates, J., DeVinney, B. C., & Davies, J. (2002). Nurses' job satisfaction, organizational commitment, and career intent. JONA: The Journal of Nursing Administration, 32(5), 250-263.Google Scholar↗

[70]. Seren Intepeler, S., Esrefgil, G., Yilmazmis, F., Bengu, N., Gunes Dinc, N., Ileri, S., & Dirik, H. F. (2019). Role of job satisfaction and work environment on the organizational commitment of nurses: a cross-sectional study. Contemporary nurse, 55(4-5), 380-390.Google Scholar↗

[71]. Sharma, J., & Dhar, R. L. (2016). Factors influencing job performance of nursing staff: mediating role of affective commitment. Personnel Review, 45(1), 161-182.Google Scholar↗

[72]. Sepahvand, F., Atashzadeh-Shoorideh, F., Parvizy, S., & Zagheri-Tafreshi, M. (2019). Factors affecting nursesâ perceived organizational commitment: A qualitative study. Bangladesh Journal of Medical Science, 18(2), 303-311Google Scholar↗

[73]. Joo, B. K., & Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback. Leadership & Organization Development Journal, 31(6), 482-500.Google Scholar↗

[74]. Agyemang, C. B., & Ofei, S. B. (2013). Employee work engagement and organizational commitment: A comparative study of private and public sector organizations in Ghana. European Journal of Business and Innovation Research, 1(4), 20-33.Google Scholar↗

[75]. Aithal P. S. (2016). Study on ABCD Analysis Technique for Business Models, business strategies, Operating Concepts & Business Systems. International Journal in Management and Social Science, 4(1), 98-115.Google Scholar↗

[76]. Aithal, P. S., Shailashree, V., & Kumar, P. M. (2015). A new ABCD technique to analyze business models & concepts.

International Journal of Management, IT and Engineering, 5(4), 409-423.Google Scholar↗

[77].   Aithal, P. S. (2017). ABCD Analysis as Research Methodology in Company Case Studies. International Journal of Management, Technology, and Social Sciences (IJMTS), 2(2), 40-54.Google Scholar↗

[78].   Kumari Pavithra, & Aithal, P. S. (2020). Growth & Fate Analysis of Mangalore International Airport – A Case Study. International Journal of Case Studies in Business, IT, and Education (IJCSBE), 4(2), 71-85.Google Scholar↗