

## A Path Analysis of Organizational Commitment, Job Satisfaction and Intent to Stay Among Nurses

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### Abstract

This research study aimed to determine the relationship between organizational commitment, job satisfaction and intent to stay among nurses. The predictive-correlational research design was used in the study. Using the G power method, 218 registered nurses from private hospitals in Kidapawan City were selected using convenient sampling technique as respondents of the study. To assess the organizational commitment of nurses, the survey questionnaire by Abd-Alazim et al. (2024) (Organizational Commitment Questionnaire) was used in the study. Furthermore, to measure the level of job satisfaction of nurses, the Job Satisfaction Scale by Dargahi (2024) was used in the study. Lastly, Employee Retention Questionnaire by Claxton et al. (2023) was used to assess the intent to stay among nurses. Cronbach Alpha result are 0.93, 0.86 and 0.91 respectively. Results showed that most nurses were female, aged 28–32, married, with 1–2 years of experience, and held regular ward positions. Moreover, nurses reported high job satisfaction ( $\bar{x}=4.07$ ), intent to stay ( $\bar{x}=3.79$ ), and organizational commitment ( $\bar{x}=5.18$ ). However, statistical analysis showed that organizational commitment did not mediate the relationship between job satisfaction and intent to stay with a p-value of 0.604 and 0.505, respectively. Meanwhile, there was no statistical in the relationship between the demographic profile of nurse and their levels of job satisfaction and intent to stay ( $p > 0.05$ ). The study recommends future research with larger samples, similar Likert scaling and real-life narratives such as anecdotal comments or empirical studies for deeper personal insights.

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### Introduction

The increasing turnover rates among nurses have become a pressing concern for healthcare systems worldwide, particularly in the wake of the COVID-19

pandemic. Even after twenty years of thorough research on the nursing workforce, there are still no easy solutions to address the growing shortage of nurses worldwide (Bell & Sheridan, 2020). Job

satisfaction has long been recognized as a significant predictor of nurses' intent to stay. Nurses who experience higher job satisfaction are more prone to keep their jobs, which in turns leads to diligent and drives (Buchan et al. 2021).

Nurses with strong organizational commitment are more inclined to align with the organization's goals and values, thereby reducing their likelihood of leaving (Khan and Iqbal. 2020). Studies have shown that organizational commitment can mediate the relationship between job satisfaction and intent to stay, suggesting that enhancing commitment may amplify the positive effects of job satisfaction on retention (Vizano et al. 2020).

Globally, nurse turnover rates vary significantly. A systematic review and meta-analysis reported an overall turnover rate of 18%, with regional variations: Asia at 20%, North America at 15%, and Europe at 7% (Wu et al. 2024). In the United Kingdom, nearly 9,000 foreign nurses leave annually for better-paying positions abroad, a trend that has doubled between 2021 and 2023 (Campbell, D. 2024).

The Philippines, a major exporter of nursing professionals, faces a paradoxical situation. Despite producing 37,098 new registered nurses in 2023, the country grapples with a shortage of approximately 127,000 nurses (Lalu, 2023). According to the study conducted by Sapar and Oducado (2021), factors contributing to this shortage include low wages, with entry-level nurses in private hospitals earning as little as PHP 8,000 per month, and better opportunities abroad, leading to a significant outmigration of nurses.

Research conducted by Cornito and Cunanan (2020) explored the impact of burnout and job satisfaction on turnover intentions of nurses in Northern Mindanao. The results showed that burnout and job

satisfaction notably affect nurses' plans to resign from their roles.

Despite extensive studies on job satisfaction among nurses, most research has focused on broad organizational factors or general workplace conditions, often overlooking how job satisfaction interacts with other psychological constructs, such as organizational commitment and intent to stay, in specific regional and institutional context (Lu et al. 2020). Additionally, limited studies have examined these relationships using path analysis to explore their relationship, especially within rural or underserved areas like North Cotabato in the Philippines (Sapar and Oducado, 2021). This gap highlights the need for localized, analytical research that not only measures job satisfaction but also investigates how it influences nurse retention through organizational commitment—offering deeper insights for health administrators to implement evidence-based retention strategies.

## Methods

This study has utilized the predictive correlational method of research in which according to Wollman (2022), this research design primarily focuses on anticipating (forecasting) results, implications, expenses, or impacts of the research study. This research aims to draw conclusions from the study of current phenomena, policies, or other entities to forecast something that has not yet been attempted, assessed, or suggested. Meanwhile, A correlational research design examines the connections between variables without the researcher managing or altering any of them. A correlation indicates the strength and/or direction of the association between two or more variables. The correlation can be either

positive or negative in direction (Bhandari, 2021).

Predictive-correlational aimed on predicting how job satisfaction can forecast intention to stay among nurses, through a third variable which is organizational commitment (Cardoso-Pulido et al., 2022). On the other hand, the study also draws possible conclusions on the relationship between job satisfaction and intent to stay with the help of the demographic profile as the moderator.

The study was conducted in Kidapawan City, a 1st class component city and capital of the Cotabato Province Region 12 in Mindanao. Moreover, Kidapawan City has 40 Barangays with a total land area of 358.47 km<sup>2</sup>. The study will be conducted in selected private hospitals in Kidapawan City. Hospital A is a secondary level facility with 90 beds capacity. Hospital B is a primary level facility with 40 beds capacity. Hospital C is a primary level facility with a total of 60 beds capacity. Lastly, hospital D is a primary level facility with 40 beds capacity.

The setting of the research is significant in a sense that Kidapawan City lacks major research findings that could help analyze and evaluate process that needs to be improved. Most especially nurses in Kidapawan City whom majority worked at private institution.

The respondents of the study are registered nurses who are currently working at a private hospital in Kidapawan City. G power was used to draft number of sample size and a total of 218 participants were chosen randomly as the respondents of the study. This research utilized a convenience sampling method to choose nurse respondents from specific private hospitals in Kidapawan City. Convenience sampling was selected for its effectiveness and practicality in accessing reachable

participants within the study's constrained timeline and resources Thomas (2020). Nurses present during data collection, open to participation, and meeting the inclusion criteria were asked to take part in the survey. This non-random sampling technique enabled the researcher to swiftly collect data from available participants.

The researcher utilized a structured survey questionnaire developed by adopting items from previously validated instruments used in related studies. The questionnaire is divided into three (3) parts. The first part assesses the respondents' organizational commitment using items adopted from the Organizational Commitment Questionnaire (OCQ) originally developed by Mowday, Steers, and Porter, and recently applied in the study of Abd-Alazim et al. (2024). The second part measures the level of job satisfaction among nurses, using the Job Satisfaction Scale by Lee, Yang, and Li (2017), which was also employed in the study conducted by Dargahi (2024) titled Analysis of Job Satisfaction Levels among Nurses. The third and final section evaluates the intention to stay among nurses, utilizing items from the Employee Retention Questionnaire by Mobley, Horner, and Hollingsworth (1978), which was later used in the study by Claxton et al. (2023).

The adopted survey questionnaire undergone a validity testing and ethics approval. In which the first part of the questionnaire, the Organizational Commitment Questionnaire (OCQ) has a Cronbach's Alpha value of 0.93. While, the Job Satisfaction Survey has a Cronbach's Alpha value of 0.861 respectively. Lastly, the Employee Retention Questionnaire (ERQ) has a Cronbach's Alpha value of 0.91. The results of the Cronbach's Alpha

signifies that the research tool used in the study was reliable.

The questionnaire presents a 7-point scale, with different description and interpretation based on the data gathered in the study. The interpretation of the 7-point Likert scale determines the organizational commitment. Meanwhile Likert 5-point scale was used to determine the level of job satisfaction and intention to stay among nurses.

The researcher utilizes several statistical methods that helps draw results from the data collected. Frequency and Percentage was used to determine demographic profile of the respondents to particularly values occur in the set of data. Mean and Standard Deviation was used determine the level of organizational commitment, job satisfaction and intent to stay among nurses. While, standard deviation was used to measure the dispersion of data relative to the average weighted mean. Partial Least Squares-Structural Equation Modeling (PLS-SEM) was used to analyze complex inter-relationships between 3 variables including a mediatory variable.

The researcher gathered relevant data from related literatures and studies, and then research gap was identified. Survey questionnaire was adopted from various reliable research study, then subjected to validity testing and ethics approval. After an approval was granted, a letter of permission was issued to be approved by the Dean of College of Allied Health Sciences and letter of transmittal was disseminated to selected private hospitals in Kidapawan City. After the approval was granted, the researcher distributed the survey questionnaires to the respondents. Lastly, survey was conducted, data were collated, statistically analyzed and interpreted.

This study focuses on examining the relationship of organizational commitment, job satisfaction and intent to stay among nurses. The primary objective is to determine whether organizational commitment significantly influences the connection between how satisfied nurses are with their jobs and their intention to remain in their current workplace. The research employs path analysis to assess the direct and indirect effects among the variables. The study is limited to registered nurses currently employed in private hospitals in Kidapawan City during the period of data collection. Data will be collected using a structured survey questionnaire adapted from validated tools used in previous studies.

Several limitations are acknowledged. First, the use of convenience sampling may affect the generalizability of the findings to the broader nursing population. Second, since the responses relies on the adopted survey questionnaires, answers may be biased or lacks thorough analysis which may result in individual interpretation of the questions. Additionally, the study uses different Likert scaling which can alter the standards of statistical treatment leading to less accurate and complex results.

## Results and Discussions

Table 1. Profile of the Respondents

	Profile	Frequency (n =218)	Percentage
Age	23-27 years old	37	17.00%
	28-32 years old	86	39.50%
	33-37 years old	56	25.70%
	38-42 years old	18	08.30%
	43-47 years old	9	04.10%
	48-52 years old	5	02.30%
	53-57 years old	0	00.00%
	58-62 years old	6	02.80%
	63-67 years old	1	00.50%
	<b>Total</b>	<b>218</b>	<b>100%</b>
Sex	Male	60	27.50%
	Female	158	72.50%
	<b>Total</b>	<b>218</b>	<b>100%</b>
Marital Status	Single	95	43.60%
	Married	115	52.80%
	Widow	3	01.40%
	Lived-in	5	02.30%
	<b>Total</b>	<b>218</b>	<b>100%</b>
Years of Experience	1-2 Years	114	52.30%
	3-4 Years	96	44.00%
	5-6 Years	8	03.70%
	<b>Total</b>	<b>218</b>	<b>100%</b>
Working Area	Ward	94	43.10%
	OR/PACU	44	20.20%
	ER	39	17.90%
	DR	15	06.90%
	ICU	6	02.80%
	NICU	11	05.00%
	PICU	5	02.30%
	RDU	4	01.80%
	<b>Total</b>	<b>218</b>	<b>100%</b>
Job Status	Probationary	21	09.60%
	Regular	197	90.40%
	<b>Total</b>	<b>218</b>	<b>100%</b>

Table 1 provides a comprehensive overview of the demographic profile of the respondents. The data includes information related to the age, sex, marital status, years of experience, working area and job status of the respondents.

The age distribution of respondents indicates that the largest portion, accounting for 39.50% or 86 individuals, falls within the 28–32-year-old age group. This suggests that the majority of participants are in their late twenties to early thirties, potentially representing a

more professionally active and socially engaged demographic. In contrast, the 63–67-year-old age group comprises only 0.5% of the total sample, with just a single respondent. This minimal representation may reflect lower participation among older individuals in the subject matter of the study. Regarding gender distribution, the sample is predominantly female, comprising 72.50% or 158 respondents. Males represent the remaining 27.50%, totaling 60 individuals.

In terms of marital status, majority of the respondents are married with a total percentage of 52.80% or 115 respondents. Meanwhile, being single comes on the second spot with a garnered percentage of 43.60% or 95 respondents. Marital status plays a huge role on the overall performance of an employee and greatly affects socio-economic status which also has a direct effect to the satisfactory level of each employee. Years of experience distribution reveals that significant number of respondents were employed to the hospital institution for 1-2 years with a total percentage of 52.30% or 114 respondents. On the other hand, 3.7% or 8 respondents are employed to the hospital institution for 5 years and above. The length of stay in an organization corresponds to the likeness and stability that an employee perceives towards the company. Nowadays, due to fast turnover rates, majority of staff nurses are on the novice level, which has greatly affected the quality of nursing care that a staff nurse is offering to various clients.

In terms of working area, ward has garnered the highest percentage with 43.1% or 94 respondents. Followed by, Operating Room/Post Anesthesia Care Unit with a total percentage of 20.20% or 44 respondents. The next in line is the Emergency Room which has a percentage

of 17.90% or 39 respondents. Lastly, Renal Dialysis Unit with a percentage score of 1.80% or 4 respondents. The plotted area of assignment is based on the total census of the hospital institution. More prominent would be the ward, where vast majority of the patients are admitted in the ward. Least area that was identified was the renal dialysis unit, in which most primary and secondary hospital doesn't have fixed and complete shifting schedule due to scarcity of dialysis machine and necessary equipment.

Lastly, job status distribution shows that majority of the staff nurses are regular based on the total percentage score of 90.40% or 197 respondents. On the other hand, few of the staff nurses' job status are still on probationary which reflected on the total percentage score of 9.60% or 21 respondents. The job status signifies the current employment status of oneself. In any way, regular employee receives huge number of incentives and benefits compared to probationary status. Thus, probationary also entails a corresponding advantage such as preventing long term commitment to the organization.



Table 2. The Level of Job Satisfaction Among Nurses

Indicators	Mean	SD	Interpretation
Salary and Welfare	4.06	0.32	High
Work Itself	4.39	0.36	Very High
Leader Behavior	3.91	0.38	High
Personal Growth	4.62	0.47	Very High
Interpersonal Relationship	3.91	0.32	High
Job Competence	3.54	0.52	High
<b>Overall</b>	<b>4.07</b>	<b>0.22</b>	<b>High</b>

*1.00-1.79 (Very Low); 1.80-2.59 (Low); 2.60-3.39 (Moderate); 3.40-4.19 (High); 4.20-5.00 (Very High)*

Table 2 presents the results for job satisfaction, showing an overall mean score of 4.07 with a standard deviation of 0.22, which falls under the descriptive category of high. This suggests that nurses are generally very satisfied with their current jobs. Among the indicators, "Personal Growth" received the highest mean score of 4.62 (SD = 0.47), indicating that nurses feel highly fulfilled in terms of opportunities for personal development within the hospital. In contrast, "Job Competence" recorded a lower mean score of 3.54 with a standard deviation of 0.52, suggesting that while nurses experience strong personal growth, they may still feel less confident or less developed in their job-specific skills or competencies at the hospital.

The results imply that staff nurses currently employed in selected private hospitals in Kidapawan City demonstrate high to very high levels of job satisfaction. Notably, indicators such as "Work Itself" and "Personal Growth" received the highest mean scores, suggesting that nurses are particularly satisfied with the nature of their work and the opportunities for development it provides. These findings indicate that the organizational environment fosters a sense of safety and support, which positively influences job performance and contributes significantly

to the nurses' professional growth. However, "Job Competence" received the lowest mean score, suggesting that while nurses are generally satisfied, there remains a need to strengthen job-specific competencies.

According to Nyati et al. (2021), personal growth is an ongoing journey of discovering and acting to influence one's professional trajectory. In the emergence of personal growth versus professional growth, it boosts a person's competitiveness and helps achieve future personal objectives. One of the most prevalent personal growth qualities is an individual's proactive and intentional wish to improve in particular or broader aspects of the workplace, which enhances existing skills and cultivates further attributes in a person. In Ichsan's (2020) research, he characterizes training in nursing staff as an effective approach of developing and equipping employees by improving their skills, abilities, knowledge, and behaviors to facilitate quicker, more effective, and rational work performance in terms of holistic patient care. Furthermore, Ichsan (2020) examined their hypothesis, suggesting that when employers offer personal growth opportunities like training the employees, which helps enhances job satisfaction and reinforces their desire to stay with the organization.

According to a similar study conducted by Ozdoba et al. (2022), there are factors related to work, that influence job satisfaction which are linked to nurses' desire to apply their knowledge, skills and competencies, as well as to make a meaningful impact on patient care. From the management perspective, employers seek individuals who effectively execute their responsibilities and aid in reaching

the company's objectives which were part of work itself indicator of job satisfaction. When the administrative bodies identify individuals who meet their criteria and are satisfied with the offerings, a mutually beneficial scenario emerges for both employer and employee, thus job satisfaction can be attained (Woolforde et al. 2020).

Table 3. The Level of Intent to Stay Among Nurses

Intent to Stay	Mean	SD	Interpretation
1. I'm planning on working for another company within a period of three years.	3.66	1.11	High
2. Within this company my work gives me satisfaction.	4.35	0.68	Very High
3. If I wanted to do another job or function, I would look first at the possibilities within this company.	4.45	0.50	Very High
4. I see a future for myself within this company.	4.31	0.59	Very High
5. It doesn't matter if I'm working for this company or another, as long as I have work.	3.60	1.05	High
6. If it were up to me, I will definitely be working for this company for the next five years.	3.94	0.82	High
7. If I could start over again, I would choose to work for another company.	3.16	1.13	Moderate
8. If I received an attractive job offer from another company, I would take the job.	2.63	0.79	Moderate
9. The work I'm doing is very important to me.	4.39	0.77	Very High
10. I love working for this company.	4.68	0.48	Very High
11. I have checked out a job in another company previously.	2.46	1.07	Low
<b>Overall</b>	<b>3.79</b>	<b>0.36</b>	<b>High</b>

*1.00-1.79 (Very Low); 1.80-2.59 (Low); 2.60-3.39 (Moderate); 3.40-4.19 (High); 4.20-5.00 (Very High)*

Table 3 presents the analysis of the highest and lowest mean scores from the questionnaire items related to the intent to stay among nurses. The stand-alone variable "Intent to Stay" recorded an overall mean score of 3.79 with a standard deviation of 0.36, which is interpreted as high on the descriptive scale. This suggests that staff nurses demonstrate a strong

likelihood of remaining with their current hospital or company. Among the individual items, Statement 10 received the highest mean score of 4.68 and a standard deviation of 0.49, categorized as very high. This result indicates that nurses love working for the company which was influenced by their emotional attachment and loyalty to their workplace. Conversely,



the statement 11 has recorded the lowest mean score of 2.46 with a standard deviation of 1.07. Since this item is negatively worded, reverse coding was applied. Originally, this would have been interpreted as high, but after reverse coding, it corresponds to a low descriptive level. This implies that most staff nurses have not actively searched for employment opportunities in other organizations, reinforcing their intent to stay.

In this study, intent to stay is treated as the dependent variable, with results drawn from responses to the items in the adopted 11-item questionnaire. Among these, the statement “I love working for this company” received the highest mean score, reflecting a strong sense of loyalty and positive emotional attachment to the organization. This sentiment implies a lower likelihood of turnover, suggesting that employees who express such affection for their workplace are more inclined to remain long-term. Conversely, the statement “I have checked out a job in another company previously” received the lowest mean score. Though initially a negative statement, its reverse-coded interpretation reflects a high level of commitment and minimal interest in

external employment opportunities, further reinforcing the respondents' intention to stay.

Given the nursing shortages, elevated turnover rates, and rising demands on healthcare systems worldwide, comprehending and enhancing nurses' intention to remain is essential for maintaining continuity of care, patient satisfaction, and overall organizational stability (Aluwihare-Samaranayake et al. 2022). The desire to remain, or the probability that a nurse will persist in their profession at a specific healthcare institution, has emerged as a vital concern in the healthcare sector (Khan & Iqbal).

High turnover affects care continuity and raises recruitment and training expenses, puts pressure on remaining employees, and may lead to decreased job satisfaction, burnout, and elevated stress levels. Consequently, examining the elements that affect nurses' willingness to remain is essential for healthcare leaders and policymakers (Herrity J, 2024).

Table 4. The Level of Organizational Commitment Among Nurse

Indicators	Mean	SD	Interpretation
Affective	5.82	0.62	High
Continuance	4.82	0.62	Somewhat High
Normative	4.91	0.75	Somewhat High
<b>Overall</b>	<b>5.18</b>	<b>0.49</b>	<b>Somewhat High</b>

*1.00-1.85 (Very Low); 1.86-2.71 (Low); 2.72-3.57 (Somewhat low); 3.58-4.43 (Moderate); 4.44-5.29 (Somewhat High); 5.30-6.15 (High); 6.16-7.00 (Very High)*

Table 4 presents the overall results for organizational commitment, which yielded a mean score of 5.18 with a standard deviation of 0.49, interpreted as somewhat high on the descriptive scale.

This suggests that staff nurses demonstrate a moderately elevated level of commitment to their organization. Among the three dimensions of organizational commitment, affective commitment

registered the highest mean score of 5.82 with a standard deviation of 0.62, classified as high. This indicates that nurses feel a strong emotional attachment to their organization, making them more likely to remain out of genuine connection rather than obligation. In contrast, the continuance commitment dimension recorded the lowest mean score of 4.82, also with a standard deviation of 0.62, which still falls under the somewhat high category. This suggests that nurses believe the costs of leaving the organization outweigh the benefits, contributing to their decision to stay. Although this form of commitment is more pragmatic than emotional, it still reflects a significant influence on retention.

Organizational commitment refers to how much an individual connects with and participates in their particular work organization, which includes embracing the organization's objectives and beliefs, a readiness to put in effort for the organization, and a distinct intention to remain employed with that organization (Saridakis et al. 2020). A recent study found that commitment to the workplace is connected to nurses' obligations outside of it, underscoring the significance of maintaining a work life balance (Aluwihare-Samaranayake et al. 2022).

Nevertheless, a conflict exists regarding the causal relationship between job satisfaction and organizational commitment (Saridakis et al. 2020) as well as their link to the decision to stay or depart.

As stated by Cai Cen et al. (2021), it refers to the extent of a worker's connection and engagement in the work environment. Its importance lies in its connection to specific psychological and behavioral impacts (Stepanek & Paul, 2023), making it the nurse's individual perspective on their relationship with the work environment. It is stated that job satisfaction positively influences organizational commitment, a conclusion backed by the research conducted by Silitonga et al. (2020)

Organizational Commitment serves as a gauge of employees' intention to remain in their job or organization. Organizational commitment helps in predicting aspects such as work performance, job insecurity, satisfaction, leadership, distribution, and employee involvement, (Khan and Iqbal). The outcome of these factors will either encourage workers to remain and safeguard their workplace or prompt them to depart.

Table 5. Path Analysis between Organizational Commitment, Job Satisfaction and Intent to Stay Among Nurses.

Path	$\beta$	SE	T Statistics (O/STDEV)	P	Decision
<b>OrgCom-&gt; JobSat (Path A)</b>	0.102	0.152	0.667	0.505	Accept Ho1
<b>OrgCom-&gt; IntStay (Path B)</b>	-0.092	0.177	0.519	0.604	Accept Ho1
<b>Job Sat -&gt; IntStay (Path C')</b>	-0.160	0.171	0.937	0.349	Accept Ho1

Note: *p* value <0.05 \* (Significant) IV- JS ; DV- IS ; Mediator- OC

Table 5 presents the relationship between organizational commitment, job satisfaction and intent to

stay among nurses, analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Based on the table,

the relationship between organizational commitment and job satisfaction yielded a p-value of 0.505, indicating no significant effect. Similarly, the relationship between organizational commitment and intent to stay produced a p-value of 0.604, which also suggests a non-significant effect. Lastly, the direct relationship between job satisfaction and intent to stay showed a p-value of 0.349, which is likewise not statistically significant. Since all the p-values are greater than the threshold of 0.05, the results lead to the acceptance of the null hypothesis ( $H_0$ ), which posits that organizational commitment does not significantly mediate the relationship between job satisfaction and intent to stay among nurses. This finding implies that, within the scope of this study, organizational commitment does not serve as a significant intermediary variable between the two constructs.

Though, many published research concluded that organizational commitment may have relative significance to job satisfaction and intention to stay among nurses, but the possibility to predict the result can be significantly low. This is backed up by the study conducted by Day (2021), he clearly specified that there is no technique to measure the effect of organizational commitment towards an employees' satisfaction level and turnover rates otherwise performing a data gathering. Additionally, he transpired the purpose of both anecdotal and empirical evidences in concluding a result which is usually based on personal and day-to-day observations that typically happens whether or not someone is being subjected into a study (Day, 2021).

In a study conducted by Srivastava and Agrawal (2020), they measured the

relationship between job satisfaction and organizational commitment. The results between the relationship of these variable corresponds to different outcome, such as affective and continuance commitment does not have any significance to job satisfaction with a result of  $r = 0.297$ , while affective commitment and job satisfaction has a result of  $r = 0.025$ , then normative commitment and job satisfaction has a score of  $r = 0.100$ , both in which have no significant relationship with each other. The researcher concludes that there is negative correlation between organizational commitment and job satisfaction ( $r = -0.180$ ).

In a different study conducted by Sumual et al. (2022), the result of their PLS-SEM in terms of organizational commitment and intent to stay are similar. They proved statistically that organizational commitment is not significant with a t-stat value is 0.468 which is less than 1.960. This signifies that even if the employees have higher organizational commitment, it does not mean that the turnover rate or intention to stay among employees are affected. This indicates that whether employees have high or low organizational commitment is not a reliable indicator of their intention to leave the organization. This may occur because of unstable circumstances within the organization (Sumual et al. 2022).

Table 6. Moderating Effect of the Respondent's Demographic Profile on the Relationship Between the Job Satisfaction and Intent to Stay

Path	$\beta$	SE	T Stat	P	Decision
Age -> Int Stay	0.219	0.155	1.407	0.160	Accept Ho2
Age -> JobSat	0.142	0.146	0.973	0.331	Accept Ho2
Area -> Int Stay	0.025	0.100	0.245	0.807	Accept Ho2
Area -> Job Sat	-0.023	0.107	0.213	0.831	Accept Ho2
JobSta -> Int Stay	0.106	0.353	0.302	0.763	Accept Ho2
Job Sta -> Job Sat	-0.138	0.331	0.417	0.677	Accept Ho2
MarStat -> Int Stay	0.058	0.148	0.393	0.694	Accept Ho2
MarStat -> Job Sat	-0.208	0.133	1.565	0.118	Accept Ho2
Sex -> Int Stay	0.105	0.327	0.322	0.747	Accept Ho2
Sex -> Job Sat	-0.070	0.172	0.405	0.686	Accept Ho2
YearEx -> Int Stay	-0.037	0.105	0.352	0.725	Accept Ho2
YearEx -> Job Sat	0.008	0.099	0.083	0.934	Accept Ho2

Note: *p* value < 0.05 \* (Significant) IV- JS ; DV- IS ; Moderator- ASMYAJ

Table 6 illustrates the moderating effect of demographic profile variables on the relationship between job satisfaction and intention to stay among nurses, using Partial Least Squares Structural Equation Modeling (PLS-SEM). As shown in the table, the variable age yielded a *p*-value of 0.331, indicating a non-significant effect. Similarly, sex had a *p*-value of 0.686, marital status had 0.118, years of experience had 0.934, area of assignment had 0.831, and job status had 0.677—all of which are above the 0.05 significance threshold. These results suggest that none of the demographic profiles significantly moderate the relationship between job satisfaction and intent to stay.

The implication of these findings is that demographic characteristics such as age, sex, marital status, years of experience, area of assignment, and job status do not have a significant influence on the levels of job satisfaction or the intention to stay among nurses in this study. These results are consistent with the findings of House et al. (2022), whose study also reported that demographic variables did not significantly affect job satisfaction or retention outcomes. Specifically, in their

research, age had a *p*-value of 0.453, sex or gender had 0.729, job status had 0.194, and area of assignment had 0.386—all of which were statistically insignificant. This suggests that factors such as age, sex, marital status, job status, years of experience, and area of assignment do not significantly influence the strength or direction of the association between job satisfaction and intention to stay in this study population.

In a different study conducted by Alshaibani et al. (2024), they said that although certain demographic factors may have a slight effect, but in general, demographic profiles do not reliably show a major influence on job satisfaction and intention to stay among nurses. Research has shown that elements such as age, marital status, and work experience do not serve as significant indicators of job satisfaction or the choice to continue in a nursing role. Rather, aspects such as work-life balance, stress associated with the job, and support from the organization are more significant.

### Conclusion and Recommendations

The majority of the respondents belong to the millennial age group (aged 28-32) and are predominantly female. Most are married and have 1–2 years of experience. Additionally, most nurses are assigned to general wards and hold regular employment status, indicating that while their careers are stable, they are still in the early stages of their professional journey. The highest score in job satisfaction was attributed to personal growth, indicating that nurses view their roles as opportunities for professional development. On the other hand, job competence received the lowest score, which may point to gaps in training or experience, suggesting a need for further professional development in job-specific skills.

Although specific indicators of intention to stay were not identified, the highest-rated items reflected strong loyalty and emotional attachment to the organization. The lowest-rated item indicated that few nurses actively seek job opportunities elsewhere, which supports the notion that nurses are generally committed to staying with their current employer. Nurses demonstrated the strongest commitment through emotional (affective) attachment to the organization. However, continuance commitment was the lowest, suggesting that the perceived costs of leaving have less influence on their decision to stay compared to emotional ties to the organization.

The study found no significant relationship or effect between organizational commitment, job satisfaction and intention to stay among nurses. This suggests that organizational commitment does not play a pivotal role in determining whether satisfied nurses choose to remain in their positions. Demographic factors such as age, gender,

marital status, experience, job status, and area of assignment did not significantly influence job satisfaction or intention to stay, indicating that these factors do not significantly drive retention decisions or satisfaction levels.

The researcher strongly recommends incorporating anecdotal comments or conducting empirical studies to support personal opinions with real-life scenarios. This could include engagement interviews or qualitative research that provides detailed responses to specific questions related to job satisfaction, intention to stay, and organizational commitment. To improve the reliability of the results, the researcher suggests increasing the sample size to at least 300 respondents. A larger sample would enhance the statistical power of the tests, providing more accurate and reliable insights into potential relationship. Future studies should consider using a consistent Likert scale format to ensure clarity, consistency, and comparability of responses. The 5-point and 7-point Likert scales used in this study effectively captured varying levels of agreement, offering a nuanced interpretation of attitudes that are critical for understanding job satisfaction, organizational commitment, and intention to stay.

On the other hand, the researcher recommends fostering a supportive work environment through leadership that values open communication, recognition, and emotional support. Also, providing professional development opportunities that align with nurses' career goals, which can boost their sense of purpose and engagement. Enhancing job autonomy and participation in decision-making, allowing nurses to feel more involved and valued in organizational processes. Lastly, implementing retention programs that are



rooted in organizational values, culture, and a clear mission that resonates with nursing staff.

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