The Study of Organization Commitment and Job Satisfaction among Hospital Nurses. A Survey of District Hospitals of Dera Ismail Khan

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THE LATEST LEADERS BEHAVIORAL PATTERNS AND HOW THEY AFFECT EMPLOYEES PERFORMANCE

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The Study of Organization Commitment and Job Satisfaction among Hospital Nurses. A Survey of District Hospitals of Dera Ismail Khan

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Abstract- This research study aims to investigate the antecedents, measures the association and to which extent demographics influence job satisfaction and organizational commitment of nursing staffs of two teaching hospitals of Dera Ismail Khan. The total N of the study was 125 respondents of two Teaching Hospitals of Dera Ismail Khan. The data analyzed with help of SPSS-16 software program for testing of hypothesis. The correlation test was applied to measure the relationship between job satisfaction and organizational commitment. Similarly, multiple regression tests were used for investigating the cause and effect relationship between predictor's variables and criterion variable and to check the impact of demographics, t-test was used. The result of the study showed that the nurse's perceptions about Pay, work, Promotion, coworker, supervision, and work environment (Khan et al, 2009; Khan et al, 2011) are the most vital factors of employee's satisfaction and important forecasters of organizational commitment. These results of the contemporary scholars also supported that job satisfaction and organizational commitment were correlated (Mannheim, & Baruch, 1997; Busch et al, 1998; Yousef, 1998; Lum et al, 1998; Al-Aameri 2000). The hypothesis of association between the job satisfaction and organizational commitment has been statistically confirmed. The results indicate that pay, promotion and work environment are most significant factors shaping organizational commitment of nurses in teaching hospitals of Dera Ismail khan. In addition, some factors are playing a secondary role in predicting organizational commitment such as work, coworker, and supervision.

Keywords: nurses, hospital, organizational commitment (OC) job satisfaction (JS) factors of job satisfaction (FJS)

I. Introduction

Nurses are the most essential resource of hospital that carry out the hospital activities such as care of our beloved through utilizing the human and non-human resources of hospital and achievement of hospital goals depend on nurses commitment and satisfaction.. The nurses' satisfaction level and essential factors should be assessed so that the hospital administration made the plan to reduce or eliminate the dissatisfaction factors, achieve the job satisfaction and improve the efficiency and effectiveness of the hospital (Amiria et al, 2010).

The nurses shortage is a concern of worldwide and job satisfaction factors are keystone, they increased mobility of the nursing personnel and they part to nurses' turnover thus give due importance. Understanding about nurses' satisfaction is important; as this is a key issue in nurses' turn over (Lu et al. 2007).The idea to pin down nurses' job satisfaction is hard. It has defined within its extrinsic and intrinsic values. Extrinsic values include the physical aspects of the job comprise wages, benefits and bonuses, whereas behavioral values comprise status, recognition, personal and promotion, and other same factors (Alam& Mohammad, 2009). In a health organization attaining health aim in population depends largely on the providing the effective, efficient, available, viable and standard services. The sufficient number of health forces across the different cadres essential for services and has a powerful effect on overall Hospital performance (Lambrou et al, 2010).

II. Statement of the Problem

This study was conducted to know about the relationship between organizational commitment and job satisfaction and demographics variation bring impact on Nurses of two teaching hospitals of Dera Ismail Khan.

III. Literature Review

a) Organizational Commitment

Organizational commitment of employees in the organization became a buzzword for the manager's different researchers were conducted in developing as well as developed nation to make their organization productive most of studies are conducted on organizational commitment in the USA. Organizational commitment is taken as the level to which an employee is faithful to their organization (Al-Aameri, 2000; Meyer et al, 2002; Tayyab, & Riaz, 2004; Carman-Tobin, 2011).

Organizational Commitment as theorized in the three forms identified in literature, as affective, continuance, and normative commitment (Mowday et

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al, 1979; Simmons, 2005; Tsai & Huang, 2008; Islam et al, 2012; Khan et al, 2013). Organizational commitment is a condition in which an employee recognizes himself/herself with a particular organization and its objectives, and wants to remain its participant. A study recommends that organizational commitment guides to lesser degrees of both absenteeism and turnover (Khan et al, 2009). Nurse's job satisfaction and commitment are considered to influence hospital output and the performance, as research has generally clarified that satisfied personnel are more dynamic and committed to their occupations, whereas non-committed ones face turnover and absenteeism (Al-Aameri, 2000).

Nurses' commitment towards job is important for researchers and academicians in healthcare organizations due to nurses play the central role in their organizational performance (Butt et al, 2012). Organizational commitment is a significant idea in the discussion of behavioral elements, which upset high effectiveness and performance. These parts are also connected to the job satisfaction across nursing staff (Hamdi & Rajablu, 2012). Workers who were more satisfied with their occupations were also more devoted and committed to their paying organizations. A lot of socio demographic features and organizational causes have been associated to organizational commitment (Simmons, 2005). A study has revealed that the organizational commitment was found to be positively associated with job satisfaction of hospital nurses (Lu et al, 2007; Maria et al, 2010). Hence job satisfaction and organizational commitment are considered as work-related behaviors, and job satisfaction is a significant determining factor of organizational commitment (Tsai & Huang 2008).Education had higher status positions and take part indecision making in the organization (Simmons, 2005). Workers with more experience are more commitment and less experience workers expressed lesser degree of commitment with organization. Gender had an inverse association with organizational commitment (Abdullah & Ramay 2012).

b) Affective Commitment

"Affective commitment is the employee's emotional attachment to the organization (Meyer & Allen, 1991)." As a result, worker mostly identifies the objectives (Simmons, 2005) of the organization and wishes to remain a member of it. Here the worker commits to the organization because workers want to do (Meyer & Allen, 1991; Adekola, 2012). Workers who are committed to their organization will have a strong wish to remain part of a particular organization. Workers have strong affective commitment are more likely to remain content in the organization because they want to be so. They want to keep on working for the organization when they settle with the organizational objectives. To improve workers' sense of attachment to

the organization, organization could empower their workers by concentrating upon the four factors of psychological authorization: meaning, competence, self-determination, and impact. (Khan et al, 2013).

c) Continuance Commitment

"Continuance commitment develops out of the perceived cost (benefit against loss), and requires that the employee should be aware of these benefits and loses (Meyer & Allen, 1991)". Continuance commitment is a readiness of a worker to be a part of an organization. Because of individual investment in the form of nontransferable investments such as close working associations with colleagues, funds after retirement, career savings and learned job expertise. They are unique to a specific organization, years of working in a specific organization, taking part in the community in which the owner is positioned, and other aids that make it too expensive for one to quit and look for service somewhere else(Meyer & Allen, 1991; Adekola, 2012). It is recognized that the continuing commitment is linked with the factors of age, tenure of office, promotion chances; satisfaction earned from the payment extracted, and wish to leave the organization, business cycle, and marital status. (Altinoz et al, 2012).

d) Normative Commitment

"Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization."Normative commitment may also progress, when an organization offers the worker with "payment in advance" (e.g., paying college expenses), or incurs important cost in giving employment (i.e., costs connected to job training) (Meyer & Allen, 1991). Normative commitment can be termed as an ethical responsibility beyond an emotional commitment in a positive sense. According to that, it is concluded that job satisfaction is effective on all directions of commitment, but it is even more significant for normative commitment (Altinoz et al, 2012).

IV. Demographics

Almost all management researchers have identified 'personnel attributes' as the catalyst, which change the employees views about pay, work, promotion, coworker, supervision, and work environment. Personnel attributes also change employees attitudes in terms of employees output, participation, and commitment, on one hand, and on the other hand the degrees of absenteeism and intention to leave (Khan et al, 2009). The demographic factors also extensively contribute to increased awareness of job satisfaction. The different personnel attributes like experience, income, age, marital status and education drastically influence employee's job satisfaction. Researcher has observed that only gender has impact

on employees perceived job satisfaction (Neelamegam, 2010). Different researchers measure the number of determinants of organizational commitment, including personal attributes (education level, race, gender, marital status, experience) (Maria, et al, 2010;Amiria et al, 2010; Iliopoulos & Priporas, 2011).Research indicates that age and tenure have affect on organizational commitment. Whereas gender have no significant change in commitment level of employees (Abdullah & Ramay, 2012)

Abbas et al (2013) has revealed that in Pakistani organizations rewards, age, education and experience play a vital role in determination of job satisfaction and working environment, relationship between colleagues, manager's support and work itself all affect person's satisfaction for the job. The existing literature indicate that personnel attributes (Gender, Age, Marital status, Experience, Designation, and Professional Qualification) and job characteristics (pay, work, promotion, coworker, supervision, work environment) has positive relationship with organizational commitment. (Alam & Mohammad, 2009).

a) Research Variables

i. Pay

Pay is the prime reason of satisfaction for almost any type of worker in any type of organization. Pay is defined as "the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization (Khan et al, 2009)." Pay is viewed as economic benefits for the return of work, which contains fringe benefits, bonuses and upcoming increments. An attractive pay and fair pay procedure is obligatory for job satisfaction (Khan et al, 2009; Maria, et al 2010; Ahmad, & Riaz, 2011).

Hospital workers including nurses are affected by changes in compensation and benefits, the life of hospital-based nurses could be affected from major changes in the financing (Davidson et al, 1997).Many reasons of pay satisfaction have been proposed. These consist of individual" job inputs, monetary and nonmonetary outcomes, the comparison process, and pay policies and administration (Iliopoulos, &Priporas, 2011)."(Lum et al, 1998) Reported bad impacts of less pay satisfaction are diversity of unnecessary employees behavior such as willing to strike, absenteeism, intention to leave, actual turnover and less workout put, Job dissatisfaction is caused by low payment; less paid employees leave the job frequently and quality of work alerts (Akansel et al, 2011). The new strategy to motivate employees' performance based pay and giving employees' ownership in the company has geared more support of the employees (Abbas et al, 2013). Pay satisfaction had a positive and modest association with organizational commitment ((Samad , 2007.Abdullah & Ramay, 201 Islam et al,(2012) .

ii. Work

As health care institutions become smaller, number of patient rises, and the work of nursing becomes more scientific and complicated (Jennings, 2012). Hospital base nurses face dual demand of work (a) caring of patients with less resource and (b) need more skill and knowledge to handle the patients in critical condition with help of sophisticated instruments (Davidson et al,1997). Work plays essential roles in people life. Therefore, work should be according to choice of workers as well as catching and contributive to job satisfaction. People choose that type of job, which provides them chance to show their competence, use their technical skills, freedom at work, offer a variety of tasks and responsibilities and give feedback about performance. Jobs that are less challenging create boredom. However, too much challenge produce dissatisfaction and a feeling of failure, thus under the conditions of moderate challenge, majority of employees can experience satisfaction (Khan et al, 2009, Amiria et al,2010).).

Nursing is a stressful occupation and work burden is a reason of dissatisfaction among nursing staffs (Akansel et al, 2011)."Too high or low workload could be affecting factor of the employee's performance (Ahmad& Riaz,2011).Employee's motivation about the job depend many factors and work itself is a biggest factor of motivation. Instead of looking for external factor of motivation, organizations must organize work in a well-planned way; work itself may become a prime motivating factor (Sharma et al, 2011).

iii. Promotion

Career development opportunities and financial benefits are important factors affecting the nurses' job satisfaction. Nurses have receive promotion are satisfied from their job (Maria et al, 2010; Al-Jenaibi, 2011). Accordingly, there is a correlation between promotion and organizational commitment of the workers (Foumany et al, 2012).

Lack of sufficient career development of nurses is referring as a factor resulting in job dissatisfaction. In contrast, the study of Akansel (2011) female physicians is satisfied from promotional opportunities in their hospital as compared to nursing staff. Anyhow, promotional opportunities are significantly correlated with overall job satisfaction (Khalid et al, 2012). Promotion opportunity is a component of job satisfaction. Nurses who are satisfied with this component are likely to stay in their current organizations. Therefore, Managers are recommended to provide promotional opportunities for their employees to raise their organizational commitment level (Amiria, et al, 2010; Siew et al,2011;Foumany et al, 2012).

iv. *Coworker*

Coworker is the determinant of employee satisfaction. This determines how an employee achieves job tasks with the help of colleagues or with coworker behavior i.e. friendly, supportive(Alam & Mohammad, 2009).Male workers give more importance to better relationships, in particular with supervisor as compared to female workers (Akansel, 2011).If employees have friends at work, They are more engaged in their job. Previous research indicates that workplace friendship is negatively associated with negative emotions, intention to leave, turnover. It is positively correlated with employee's performance, job satisfaction and organizational commitment (Yang et al, 2012). The main attribute influencing the coworker satisfaction are group-working, responsibilities of colleague, intelligence, friendly behavior of colleague, and competency of colleague. (Amiria et al, 2010). Nurses who are satisfied with coworker's interaction they are more committed with organization (Siew et al, 2011).

The nurses in Asians countries are friendlier and have propensity to help each other. Whenever necessary by other, team and individual needs as compared to western countries, which is more individualism. The team spirit, friendliness, good relationship is standing on respect to each other and communication. Consequently, nurses who have a better relationship with colleagues show high-level of organizational commitment and reduce turnover (Siew et al, 2011). A coworker interaction is rated on the number one position by male physicians and by all other employees. The employees in this organization have reflected cooperation between team workers as one of the reason job satisfaction (Akansel, 2011).

v. *Supervision*

In all the countries, supervision staffs have many tasks to perform, including duties of an administrative nature(Carron &Grauwe1997).Quality of supervision and manager position is to influence on the manners of subordinates to take a particular course of action. Supervision is the knowledge as well as art to influence workers toward accomplishing target of organization. Supervisors have conflicting interests among workers of the organization and such supervisors are generally autocratic and less consider workers wellbeing therefore recorded low work output from their subordinates (Besigwa, 2011). Supervision the employees are having continuous guidance and support to employees by the supervisor, respecting the employee's ideas, giving suggestion about work by the supervisor, encouraging through feedback to employees on their performance (Amiria et al, 2010). Akanse et al, (2011) reported in his study that deprived supervision at job is one of the factors that cause job dissatisfaction in the employees. Leadership plays a crucial role in many professions, especially in challenging positions such as Casualty duty (Ghorbanian et al, 2012).

vi. *Work Environment*

Hospital working environment contributes a major position in the ability to provide quality patient care. Working environment in any hospital has a direct impact on everything from the staffs and their job satisfaction to patient safety. Bad working environment can create issues likewise less nurse staffing, shorter tenure, patient out come and chance of death. Adequate nursing staffs are necessary to meet the needs of the hospital so that why attracting nursing professionals and qualified peoples to join nursing. However, more important is healthy working environment to motivate nurses to work in the hospital and environment play an important role in their job satisfaction, turnover and patient outcomes. Poor quality patient care from nursing staffs in hospital is a persistent community concern (Greener et al, 2009).

Hospitals are fully loaded with new technology for diagnosis and treatment. Therefore, these technologies bring the dramatic change in health care delivery system and role of nursing staffs. This change has impact on nursing behavior about work environment and work related attitude. A unified peer group may possibly compensate for other provocation from the organizational climate, and a supportive supervisor may protect nurses from effects of unpleasant environments (Tumulty et al, 1994).
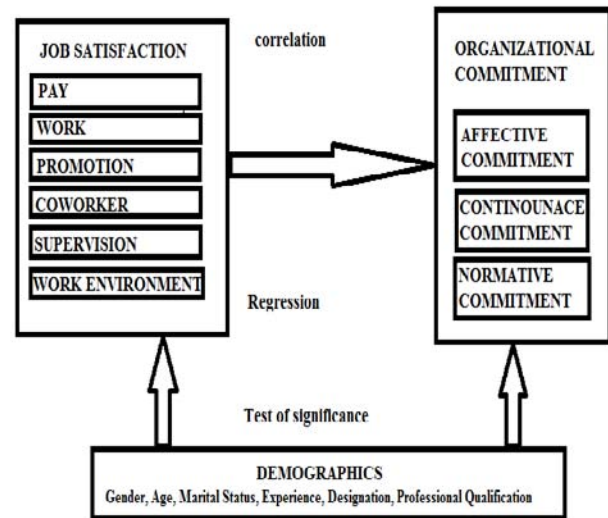

Figure 1 : Theoritical Framework

vii. *Hypothesizes of the Study*

Job satisfaction is highly correlated with organizational commitment.	H1	Correlation
Job satisfaction predicts organizational commitment.	H2	Regression
Male's score are higher than females.	H3	t-test

V. Research Methodology

The total population consists of 290 'Nursing Staff' working in the two Teaching Hospitals of Dera Ismail Khan. Using the following formula gave statistic of 125 respondents of both teaching hospitals

Sample-size = ((SD2/ ((Z2/E2) + (SD2/N)))

Sampling process

Statistics		Value
Standard Deviation	SD	0.98
Population	N	290
Error	E	0.88
Level of Confidence	Z	1.96
Sample	n	125

VI. Result of the Study

- Hypothesis # 1: Job satisfaction is Highly Correlated with organizational commitment. (H1)

Table 1 : Showing the Correlations between Job Satisfaction and Organizational Commitment

		Pay	Work	Promotion	Coworker	Supervision	Work Environment
Pay	R	1					
	p						
	N	117					
Work	R	.118	1				
	P	.204					
	N	117	117				
Promotion	R	.333**	.192*	1			
	p	.000	.038				
	N	117	117	117			
Coworker	R	.135	.303**	.217*	1		
	p	.146	.001	.018			
	N	117	117	117	117		
Supervision	R	.730**	.266**	.397**	.105	1	
	p	.000	.004	.000	.261		
	N	117	117	117	117	117	
Work Environment	R	.177	.223*	.360**	.358**	.192*	1
	p	.056	.015	.000	.000	.038	
	N	117	117	117	117	117	117
Organizational Commitment	R	.464**	.019	.446**	.271**	.478**	.466**
	p	.000	.839	.000	.003	.000	.000
	N	117	117	117	117	117	117

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

The correlation between Predictors (PAY, WRK, PRO, COW, SUP, WE) and Criterion variable (OC) is presented in this table. In five out of six (5/6= 83.33%) predictors (PAY, PRO, COW, SUP & WE) are greatly associated with the (OC) variable because the p-values are less than significant p- value 0.05. One variable i.e., WRK (p-value = 0.839) is not associated because the p value of this variable is more than the significant borderline value 0.05. Therefore, it can be easily understand that H#1 is substantiated with full mandate.

b. Prediction of organizational commitment (Factor)

- Hypothesis # 2: Job satisfaction predicts the organizational commitment (OC). (H2)

Table 2 : Showing the Model Summary of the Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.666[a]	.444	.414	.68014	14.641	.000[a]
2	.661[b]	.437	.412	.68110	17.258	.000[b]
3	.654[c]	.428	.408	.68349	20.978	.000[c]

a. Predictors: (Constant), Work Environment, Pay, Work, Coworker, Promotion, Supervision

b. Predictors: (Constant), Work Environment, Pay, Work, Coworker, Promotion

c. Predictors: (Constant), Work Environment, Pay, Work, Promotion

Table 3 : Showing the Coefficients of Regression (included variables)

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.809	.375		7.490	.000		
	Pay	.369	.088	.447	4.192	.000	.445	2.247
	Work	-.105	.066	-.126	-1.595	.114	.816	1.225
	Promotion	.131	.040	.265	3.253	.002	.764	1.309
	Coworker	.050	.043	.091	1.146	.254	.794	1.259
	Supervision	-.157	.102	-.174	-1.543	.126	.395	2.529
	Work Environment	.186	.047	.319	3.930	.000	.767	1.304
2	(Constant)	2.908	.365		7.957	.000		
	Pay	.384	.087	.464	4.391	.000	.454	2.203
	Work	-.085	.064	-.102	-1.337	.184	.878	1.139
	Promotion	.135	.040	.273	3.364	.001	.770	1.298
	Supervision	-.175	.101	-.194	-1.735	.085	.405	2.470
	Work Environment	.202	.046	.345	4.424	.000	.833	1.201
3	(Constant)	2.644	.308		8.570	.000		
	Pay	.403	.087	.487	4.654	.000	.466	2.144
	Promotion	.131	.040	.266	3.278	.001	.773	1.293
	Supervision	-.209	.098	-.231	-2.126	.036	.431	2.319
	Work Environment	.193	.045	.330	4.261	.000	.851	1.175

a. Predictors in the Model: (Constant), Work Environment , PAY, Work, Promotion, Supervision

b. Predictors in the Model: (Constant), Work Environment , PAY, Promotion, Supervision

c. Dependent Variable: Organizational Commitment

d. Predictors in the Model: (Constant), Work Environment , PAY, Work, Promotion

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
2	Coworker	.091[a]	1.146	.254	.109	.794	1.259	.395
3	Coworker	.058[b]	.745	.458	.071	.854	1.171	.428
	Work	-.102[b]	-1.337	.184	-.126	.878	1.139	.405

The table indicates the summary of multiple regression tests. Test produce three regression models presenting the different grouping of factors predict the organizational commitment. All the models of regression tests are significant with p-values not as much of significant value 0.05. Nevertheless, the models 1 & 2 are the top fit models as it demonstrates the maximum impact model. Model 1 with ($R^2 = 0.437$) of six predictors (PAY, WRK, PRO, COW, SUP, WE) shows impact on the organizational commitment. Second model also shows impact ($R^2 = 0.435$) with five predictors (PAY, WRK, PRO, COW, WE) on the

organizational commitment and last model have less effect consists of (WE, PAY, PRO, WRK) variables. Likewise, the above table indicates Coefficient of Regression with included factors in each Regression Model with p-value less than 0.05. At this point it can be easily understand that all three different Regression Model with p-value less than 0.05 playing momentous role in predicting the organizational commitment. Furthermore, table indicates the excluded variables (COW, WRK) from models 2 & 3 with p-values more than the significant value 0.05 Therefore, the hypothesis H #2 is accepted.

- Hypothesis # 3 Male nurses score higher than female nurses. (H3)

Table 4 : Table of Independent Samples Test GDR (df=115)

	F	Sig.	T	Sig. (2-tailed)
Pay	.001	.976	.925	.357
Work	.566	.453	-.350	.727
Promotion	.082	.776	1.295	.198
Coworker	.190	.663	-.161	.873
Supervision	.420	.518	.266	.791
Work Environment	1.824	.179	-2.183	.031
Organizational commitment	1.783	.184	.134	.894

The table showing the outcomes of seven independent sample t-tests applied on the predictors and criterion variable to unearth the significance of the mean variations originates in the descriptive data (See Table 4.3 Annexure 3). In independent sample t-test, Gender (GDR) male established with greater mean score than female mean score on a number of variables. On the other hand, the results of independent sample t-test reveal that the difference is significant on only work environment (WE) (*p-value*=0.031) where p-value is a smaller amount than the significant value of 0.05. PAY (*p-value*=.256), WRK (*p-value*=.727), PRO (*p-value*=.198), COW (*p-value*=.873), SUP (*p-value*=.336) and OC (*p-value*=.894) are insignificance because where p-value is more than critical value 0.05. Therefore, it can be easily understood that the assumption H# 3 is in partially substantiated with very less mandate (1/7).

VII. Discussions

In this study, job satisfaction represented as a multi aspect. It has six foremost facets namely pay, work, promotion, coworker, supervision and work environment (Khan & Khan, 2011). These aspects are important for all employees. One may be satisfied with anyone or all of these aspects but at the same time may not be satisfied from other aspects. For example, a charge nurse may pointed out that she is extremely satisfied with her work, coworker, and work environment but she is dissatisfied with other aspect like of pay (Alam & Mohammad, 2009; Maria et al, 2010; Khan & Khan, 2011).Research reveals that organizational commitment measure three separate components as (affective, continuance and normative commitment) but in this study, organizational commitment has been considered as a one component (Al-Aameri, 2000; Abdullah & Ramay, 2012).

Outcomes of study showed that the nurse's perception about the Pay, work, Promotion, coworker, supervisor, and work environment (Khan et al, 2009; Khan et al, 2011) are the most vital factors of employee's satisfaction and organizational commitment. organizational commitment (Mannheim, & Baruch, 1997; Busch et al, 1998; Yousef, 1998;Lum et al, 1998; Al-Aameri 2000). The association between the job satisfaction and organizational commitment has been statistically confirmed. The results indicate that pay, promotion and work environment are most significant factors shaping organizational commitment of nurses in teaching hospitals of Dera Ismail khan. In addition, some factors are playing a secondary role in predicting organizational commitment such as work, coworker, and supervision.It is also shown that there is a considerable association among job satisfaction, organizational commitment and demographics attributes such as gender, age, marital status, experience, designation and professional qualification.

The above table presents the collective impacts of demographics on input (predictor) and output (criterion) variables, which categorically explain that:

- All the nurses of two teaching hospitals are satisfied with the pay on equal level, irrespective of any grouping.
- Work comes second top variable that is changed by four (Age, Marital status, Designation, and Professional Qualification) of the demographics. Thus, attitude towards work changes with the change in almost four of the employee's demographic attributes.

- Promotion and coworker are same across all demographic groupings. Respondents have same satisfaction from the promotion and coworker relationship.
- Only difference of professional qualification is modifying the attitude towards supervision. All other groups have same opinion about supervision management.
- Work environment is the first top attitude, which has been influenced by five (Gender, Age, Experience, Designation, Professional Qualification) of the demographic dimensions.
- Organizational Commitment is the third on attitude after work environment and work which is influenced by four (Gender, Experience, Designation, Professional Qualification) of demographic dimensions.

The Result Of This Study Also Indicates That:

1. Most of the nurses in two teaching hospitals are mildly satisfied with their job and few are dissatisfied.
2. The majority of nurses in two teaching hospitals are mildly committed to their employing hospitals. Staffs nurses have not enough level of faithfulness, which gives clear, view that if nurses notice a good alternative elsewhere they leave their hospitals.
3. A strong positive association between satisfaction and organizational commitment is originated. This means that satisfied nurses show greater level of commitment to their hospitals, whereas dissatisfied ones have smaller level of loyalty. This impact is consistent with the findings of previous studies (Knoop, 1995; Almeer, 1995; Smith. 1996).

The majority of respondents are the females and they are satisfied and committed with their hospitals, have responded equally to all their search variables. The findings shows that the young (20-30 years) group nurses are more satisfied and committed than the elder ones. This finding of this study is opposite to study of Al-Aameri 2000. Marital status has its impact on nurses job satisfaction and organizational commitment in teaching hospital. Unmarried nurses are satisfied and committed group because of less dependencies and economical needs. In addition, less experienced nurses (1-10 years) shows to be satisfaction and commitment with hospitals. This outcome is confirmed that, administrators in two teaching hospitals have fair selection and hiring criteria for nurses. The designation of a nurse has an impact on his or her commitment. The result indicates that charge nurses are more satisfied and committed to their hospitals than head nurses. Highly qualified nurses (Degree holder) are found to be the less satisfied and committed to their hospitals because slow promotion in the teaching hospitals of Dera Ismail Khan. On the other hand, the diploma holder nurses are more satisfied and committed. The reason that they have recently joined the hospital, nurses less aware about the policy and criteria of promotion, and advance education. However, these outcomes require further measure before it generalization and the reason is that the majority of nurses in all groups are not similar.

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