

## Nurse migration: Job satisfaction and organizational commitment among nurses in the Caribbean

David Bennett and Roquel Hylton

*School of Business and Management, University of the Commonwealth Caribbean*

With a dramatic increase in the shortage of nurses in the Caribbean, the issue of organizational commitment is very imperative for retaining these nurses. This paper attempts to determine the relationship between the predictability in organizational commitment in terms of the components of job satisfaction including extrinsic and intrinsic satisfaction among nurses working in a healthcare facility/hospital in the Caribbean. Data were collected from 100 nurses in two public multi-disciplinary hospitals in the Caribbean, using a self administered questionnaire. The sampling technique used for the study was convenience sampling. The questionnaire used in the study had three sections: A Personal Data Form, Minnesota Satisfaction Questionnaire (MSQ), and Klein Unidimensional Target-free (KUT) scale. The Person Data Form component of the survey consisted of characteristics such as gender, level of education, and years working at the hospital (duration of work). In the study there was a stronger positive correlation between the extrinsic satisfaction components for nurses and organizational commitment,  $r_s(100) = 0.644$   $p < .01$ , than the intrinsic satisfaction components of job satisfaction for nurses and organizational commitment,  $r_s(100) = 0.403$ ,  $p < 0.01$ . The findings of this study should assist hospital managers/leaders to examine these factors in nursing practice to achieve a higher level of retention among Caribbean nurses.

*Keywords:* extrinsic satisfaction, intrinsic satisfaction, organizational commitment

According to Golbasi, Kelleci, and Dogan (2008), there have been several studies that have shown that job satisfaction among nurses tends to be low rather than high. In addition, some of the factors which tend to influence this low job satisfaction are the working environment as well as job characteristics. Thus, the main issue globally appears to be a shortage of nurses in the healthcare setting (Golbasi et al., 2008). This is because of the high turnover rates especially in developing countries.

Siew, Chitpakdee, and Chontawan (2011) explained that because of high turnover rates in certain countries, it tends to adversely affect hospitals/health facilities capability to meet the needs of patients. Therefore, healthcare organizations are facing the need for recruitment in order to balance the increasing turnover rates. However, one might argue that the strategy is not about recruitment to assist with the offsetting of the shortage of nurses in the short run. Instead, the emphasis should be to retain these nurses in the long run in order to handle the high turnover rates of nurses globally. This is because the main objective of a healthcare industry is to keep high quality of health care at a minimum cost (Siew et al., 2011). Siew et al. (2011) posited that a main variable that tends to contribute to high retention of nurses is organizational commitment. Hence, this study

attempts to examine the relationship between organizational commitment and job satisfaction among nurses. In essence, the study is to assess the relationship between the level of predictability in terms of the components of job satisfaction including extrinsic and intrinsic satisfaction and retention among nurses working in healthcare facilities/hospitals in the Caribbean.

Theorists such as Tovey and Adams (1999) opined that job satisfaction might be defined as a person's affective reaction to a particular job. Further, theorists such as Adams and Bond (2000) posited that the concept of job satisfaction is the extent of a positive approach to one's job or element/s towards that job. In essence, one might argue that job satisfaction is the degree to which a person likes one's job (Siew et al., 2011). Importantly, one might argue that job satisfaction might be assessed under two components: intrinsic job satisfaction and extrinsic job satisfaction. For instance, intrinsic satisfaction tends to consist of what is described as one's emotional reaction such as one's success in terms of a promotion. Meanwhile, extrinsic satisfaction tends to consist of variables such as one's working condition, and salary (Gorgulu & Akilli, 2017).

It is telling that Fako-Thabo (2000) explained that nursing seems to be a type of profession that delivers services to every type of people and society. Hence, one might argue that it is imperative that a particular nurse has a high level of job satisfaction so he/she might deliver high quality service to a patient (Golbasi et al., 2008). This is because empirical studies have found that an employee regardless of profession tends to be active in one's work and tends to pursue new goals when that person has high job satisfaction. Conversely, studies have found that when there is low job satisfaction a particular employee tends to be uncommitted in one's job which leads to low productivity and eventual resignation (Golbasi et al., 2008). For example, theorists such as Siu (2002) found that unfortunately the profession of nursing tends to have relatively low to moderate job satisfaction in several countries. One might argue that this is because of several factors such as work load, pay, work stress, among other

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### Author Note

Dr. David Bennett, Assistant Professor, School of Business and Management, University of the Commonwealth Caribbean  
Roquel Hylton, Undergraduate Student, School of Business and Management, University of the Commonwealth Caribbean  
E-mail: roquelhylton2@gmail.com

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Correspondence concerning this article should be addressed to  
Dr. David Bennett, Assistant Professor, School of Business and Management, University of the Commonwealth Caribbean  
E-mail: businessadminfaculty@ucc.edu.jm

factors (Golbasi et al., 2008). However, Siew et al. (2011) explained that studies have found that a nurse tends to be satisfied with one's job and stays at one's organization (i.e., High organizational commitment) when certain components of job satisfaction are satisfied. These components include the following: Autonomy, the work itself, policies of the organization, salary, supervision, status, and the opportunity for promotion.

Furthermore, Siew et al. (2011) stated that organizational commitment tends to refer to the degree to which a person's identifies and involves in one's organization. In essence, one might argue that organizational commitment tends to symbolize a person's commitment to one's organization, and therefore, not desiring to leave one's job. In addition, that person is more willing to extend a greater effort to accomplish the goals and plans of one's organization (Gorgulu & Akilli, 2017). Therefore, findings from previous studies seem applicable, in that, there is a positive correlation between the retention of a particular employee and that person's commitment to his/her job. Hence, one might argue that a highly committed nurse tends to stay in one's organization rather than wanting to leave for another organization (Gorgulu & Akilli, 2017).

### *Aim of the study*

The aim of this research was to determine the relationship between organizational commitment and the components of job satisfaction including extrinsic and intrinsic satisfaction among nurses working in a public hospital in the Caribbean. The following research question and hypotheses framed this study:

### *Hypotheses of the study*

$H_0$ : To what extent is organizational commitment significantly correlated to job satisfaction among nurses who work in a public health facility/hospital in the Caribbean?

$H_1$ : There is a statistically significant correlation between organizational commitment and extrinsic component of job satisfaction among nurses who work in a public health facility/hospital in the Caribbean.

$H_0$ : There is no statistically significant correlation between organizational commitment and extrinsic component of job satisfaction among nurses who work in a public health facility/hospital in the Caribbean.

$H_1$ : There is a statistically significant correlation between organizational commitment and intrinsic component of job satisfaction among nurses who work in a public health facility/hospital in the Caribbean.

$H_0$ : There is no statistically significant correlation between organizational commitment and intrinsic component of job satisfaction among nurses who work in a public health facility/hospital in the Caribbean.

## Method

### *Participants and data collection*

The study used convenience and judgmental sampling technique in two multi-disciplinary public hospitals located in the Caribbean. All of the 100 nurses on duty during the data collection were given a questionnaire to complete and return in accompanying individual envelopes in order to maintain confidentiality. Importantly, participation was voluntary and anonymous.

### *Instruments*

*Data were Collected Via Three Sections:* A Personal Data Form, Minnesota Satisfaction Questionnaire (MSQ), and Klein Unidimensional Target-free (KUT) scale. We developed the Person Data Form component to obtain data concerning certain demographic characteristics such as the participants' age, gender, educational level, and years working at the hospital (duration of work).

*Minnesota Satisfaction Questionnaire (MSQ):* This 20 item questionnaire was used to measure nurses' job satisfaction in a public hospital in the Caribbean. It uses a 5-point Likert scale which ranges from 'not satisfied' (1) to "extremely satisfied" (5). According to Weiss, Dawis, England, and Lofquist (1967), the instrument assists with what is described as a more individualized interpretation of job satisfaction. More importantly, it is divided into two main components from these 20 item questions: Extrinsic satisfaction and intrinsic satisfaction (Hancer & George, 2003). Golbasi et al. (2008) also explained that the extrinsic satisfaction consisted of nine questions. These questions tend to refer to components of the job that are considered not innate. In essence, these components are basically under the influence of the particular organization/employer (e.g., one's working condition & compensation). Meanwhile, the intrinsic satisfaction consisted of 11 questions. These questions tend to refer to components of the job that are considered innate to the nature of the work being done by a person, and which the person experiences internally (e.g., sense of accomplishment, & the level of autonomy on the job). The reliability score for the MSQ was approximately 0.8 in this study

*Klein Unidimensional Target-free (KUT) Scale:* The KUT scale was used to measure organizational commitment because this scale reconceptualize the concept of organizational commitment making it suitable to any workplace target such as an organization (Bennett, 2019; Klein, Cooper, Molloy, & Swanson, 2014). It uses a 5 point Likert scale which ranges from 1 (not at all) to 5 (extremely). In addition, this scale has brevity in terms of only four items. This adds to the easy and convenient administration of this type of instrument in terms of completion time for participants. Finally, the reliability score for the KUT scale was calculated to be approximately 0.90 in this study.

### *Procedure and data analysis*

The nurses were beforehand informed about the purpose of the study. In addition, all collected information would be kept confidential. Importantly, each nurse completed the questionnaire by oneself. Collected data were analyzed using the Statistical Package for the Social Sciences version 13. The scores of overall organizational commitment and components of job satisfaction for the participants were analyzed by the Pearson r correlation analysis.

## Results

In the study, 60 percent of the participants were in the age range of 35-40. All of the participants had bachelor degree. 36 percent of the participants worked at the hospital between 5 and 10 years (See Table 1). The study found that there was a strong positive correlation found between the extrinsic satisfaction components of job satisfaction for nurses and organizational commitment,  $r(100) = 0.644$   $p < .01$  (See Table 2). However, the study found that there was only a moderately positive correlation found between the

intrinsic satisfaction components of job satisfaction for nurses and organizational commitment,  $r_s(100) = 0.403$ ,  $p < 0.01$  (See Table 3). This means that the nurses in the study had a higher extrinsic satisfaction than intrinsic satisfaction in terms of organizational

commitment. Therefore, salary and working conditions appear to be more important than internal job satisfaction such as one's sense of accomplishment, and the level of autonomy on the job.

**Table 1**  
*Demographics of nursing participants*

Demographics		
	Number	Percent
<b>Gender</b>		
Male Nurses	20	20%
Female Nurses	80	80%
<b>Age</b>		
Under 25 years	2	2%
Between 25 and 29 years	10	10%
Between 30 and 34 years	20	20%
Between 35 and 39 years	60	60%
Between 40 and 49 years	5	5%
50 years or more	3	3%
<b>Educational level</b>		
No College	0	0%
Bachelor's Degree Only	100	100%
Graduate Degree	0	0%
Doctorate Degree	0	0%
<b>Years as a nurse</b>		
Between 2 and 5 years	34	34%
Between 5 and 10 years	36	36%
Between 10 and 15 years	20	20%
15 years or more	10	10%

**Table 2**  
*Correlations scores for organizational commitment and job satisfaction (external component)*

Pearson's r	summationorgcom	Correlation Coefficient	1.000	.644*
		Sig. (2-tailed)	.	.034
		N	100	100
	Summationsatis (inlternal satisfaction)	Correlation Coefficient	.644*	1.000
		Sig. (2-tailed)	.034	.
		N	100	100

Note: \*. Correlation is significant at the 0.01 level (2-tailed)

**Table 3**  
*Correlations scores for organizational commitment and job satisfaction (internal component)*

Pearson's r	summationorgcom	Correlation Coefficient	1.000	.403*
		Sig. (2-tailed)	.	.093
		N	100	100
	Summationsatis (inlternal satisfaction)	Correlation Coefficient	.403*	1.000
		Sig. (2-tailed)	.093	.
		N	100	100

Note: \*. Correlation is significant at the 0.01 level (2-tailed)

### Discussion and conclusion

In concluding, the study found that there was a strong positive

correlation found between the extrinsic satisfaction components of job satisfaction for nurses and organizational commitment,  $r_s(100) = 0.644$   $p < .01$ . However, the study found that there was only a

moderately positive correlation found between the intrinsic satisfaction components of job satisfaction for nurses and organizational commitment,  $r_s(100) = 0.403$ ,  $p < 0.01$ . Therefore, this study might have implications for hospital and nursing administrators, in that, they should pay more attention in retaining nurses in the Caribbean especially in addressing the external satisfaction such as salary, working conditions, among others.

It is telling that theorists such as Tyson and Pongruengphant (2004) stated that nurses in some countries tend to have internal job satisfaction being higher than external job satisfaction. In essence, a particular nurse might want internal satisfaction such as a sense of accomplishment, and some level of autonomy on one's job. However, one might argue that though, a nurse in the Caribbean needs internal satisfaction such as a sense of appreciation, a sense of being known, among others. The study found that external satisfaction seems to be higher than internal satisfaction. This might explain the reason why nurses tend to resign their job regularly in the Caribbean to take jobs in more developed countries such as the United States especially for financial opportunities and better working conditions. This is not unique to Caribbean nurses, but this happens in other developing countries such as Malaysia. For example the attrition rates of Malaysian nurses tend to be very high, in that, they tend to leave for better opportunities in terms of external satisfaction such as better salaries in more developed countries (Siew et al., 2011). The main limitation for this study is the small sample size, in that, this study only used two hospitals in the Caribbean, and therefore, further study is recommended with a larger sample group of nurses from different healthcare facilities/hospitals such as private health care facilities/hospitals at different regions in the Caribbean.

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