

Impact Of Job Satisfaction On Mental Health (Depression And Anxiety): Mediating Role Of Organizational Commitment

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Abstract

The objective of this study was to examine the relationship between job satisfaction (JS), mental health (MH), and organizational commitment (OC), as well as to test the mediating effect of OC in the relationship between JS and MH among nurses employed in government hospitals of district Mardan, Swat, and Peshawar located in Khyber Pakhtunkhwa. Data were collected from 413 nurses by administering a questionnaire that was composed of OC Scale, Minnesota Satisfaction Questionnaire and Hospital Anxiety and Depression Scale. Statistical Package for Social Sciences (SPSS) and Amos were used for data analysis. The results of correlation showed that JS has a significant relationship with MH and OC. Likewise, OC and MH showed a significant positive relationship. Confirmatory factor analysis confirmed the partial mediating effect of OC on the relationship between JS and MH among nurses.

Keywords: Job Satisfaction; Mental Health; Organizational Commitment; Nurses; Pakistan.

Introduction

The relationship between JS, MH, and OC has received considerable attention from scholars, practitioners, and policymakers in the contemporary workplace. JS is a multifaceted and intricate concept that encompasses an individual's sense of happiness and fulfilment within their professional setting (Locke, 1969). MH, conversely, is a crucial aspect of holistic welfare, covering emotional, psychological, and social aspects (Sayers, 2001). Given the ongoing evolution of workplace dynamics and the growing recognition of MH concerns, there is a pressing need to examine the impact of JS on MH outcomes.

The prevalence of MH issues, including depression and anxiety, has become a significant worry in modern culture (Kessler, Chiu, Demler, & Walters, 2005; Steel et al., 2014). The workplace, being a significant domain in the lives of people, assumes a crucial function in influencing MH outcomes. The concept of JS is considered to be a significant factor in assessing the overall well-being and level of engagement of workers. It is theorized that JS has a considerable impact on the MH status of individuals (Faragher, Cass, & Cooper, 2005).

The existing literature has extensively investigated the correlation between work satisfaction and MH. However, there is still a need for more exploration into the underlying

processes that drive this association. The concept of OC, which refers to an individual's emotional connection and allegiance to their organisation (Meyer & Allen, 1991), has been proposed as a possible mediator in this intricate relationship.

The objective of this study is to investigate the complex interrelationships among JS, MH (particularly, depression and anxiety), and OC in the setting of the workplace. The objective of this study is to investigate the correlation between JS and MH, specifically in connection to the levels of depression and anxiety experienced by employees. The objective of this study is also to examine the mediating influence of OC on the association between JS and MH. This study has considerable importance for both the academic and organisational spheres. This research aims to enhance comprehension of the intricate relationship between workplace characteristics and employee well-being by examining the mechanisms through which JS influences MH, with OC serving as a mediator.

The practical implications of the results are relevant for organisational leaders, human resource experts, and policymakers. These findings highlight the significance of cultivating work satisfaction and OC as possible protective factors against MH problems. Furthermore, this study highlights the need of developing workplace interventions and policies that are designed to promote awareness and support for MH. By doing so, organisations may cultivate work cultures that are both mentally healthy and conducive to productivity.

JS is a psychological state that encompasses an individual's emotional reaction to their employment and the environment in which they operate (Dipboye, 1994). According to Dwiyanti, Hamzah, and Abas (2019), it is common for employees to have negative reactions towards their work, which may result in withdrawal

behaviour and a decline in motivation towards job-related tasks. JS refers to an individual's typical patterns of behaviour in relation to their occupation. Individuals who experience high levels of JS tend to exhibit favourable attitudes and behaviours towards their employment. Individuals who experience dissatisfaction with their chosen occupation tend to exhibit undesirable behaviours. According to Ramli (2019), individuals who experience high levels of professional satisfaction tend to have a positive attitude towards their chosen career, whilst those who are unsatisfied tend to display a negative attitude towards their job. JS refers to the attitudes and emotions that employees have towards their employment. Employment satisfaction refers to the emotional reaction experienced by a person in relation to their employment, which arises from a comparison between the actual outcomes of the job and the outcomes that are anticipated, desired, and necessary (Cook, Hepworth, Wall, & Warr, 1981; Cranny, Smith, & Stone, 1992). JS is a subjective and individual-level sentiment that signifies the degree to which an individual's requirements are being fulfilled by a certain occupation. According to Spector (1997), JS may be defined as the degree to which individuals have a positive attitude towards their work.

MH refers to an individual's psychological well-being and their ability to engage in many aspects of life (Goldberg, 1972). However, those with compromised MH typically experience a spectrum of mental disorders, including sadness and anxiety (Bogan & Fertig, 2013). Hence, MH encompasses both good and bad aspects (Boey & Chiu, 1998). The positive aspect of MH pertains to persons experiencing a state of positivity and optimism towards life, while the negative aspect of MH pertains to individuals experiencing a condition of depression, anxiety, and negativity (Palinkas & Wong, 2020). It is evident that the two constituents of MH have distinct impacts on work satisfaction. According to the World Health

Organisation, “health is defined as a condition characterised by comprehensive physical, mental, and social well-being, rather than just the absence of illnesses or infirmity” (Sayers, 2001). MH refers to an individual's psychological well-being and encompasses the condition of engaging in a fulfilling and satisfying existence (Gao, 2005).

OC is defined as the establishment of a strong connection between an employee and the organisation for which they work. This research primarily examined emotional OC, which is characterised by various forms of ties and the manner in which they are established. Affective commitment is commonly conceptualized as encompassing three key dimensions: organisational loyalty, organisational identification (i.e., a sense of pride and internalization of organisational goals), and a willingness to actively engage and contribute to the organisation (i.e., personal effort for the organization's benefit) (Mowday, Steers, & Porter, 1979; Wiener, 1982). OC refers to the psychological condition in which individuals develop a sense of identification with a particular organisation, accompanied by their voluntary inclination and intention to maintain their membership within the organisation, with the aim of contributing to the achievement of organisational goals (Vakola & Nikolaou, 2005). OC refers to the psychological bond that workers have with an organisation, driven by their motivation to contribute towards the achievement of the organization's objectives. According to the definition provided by Meyer and Allen (1997), commitment may be seen as a deep emotional connection to an organisation, including shared aims and values that therefore drive individuals to make their utmost effort in order to attain the organization's objectives. According to Meyer and Allen (1991), OC may be conceptualised as a construct consisting of three different components, namely “affective commitment,

continuation commitment, and normative commitment”.

The positive aspect of MH often pertains to persons who are experiencing happy psychological states (YU, CHEN, & ZHAO, 2020). These states are characterised by good emotions, which subsequently enhance the impression of work satisfaction. On the contrary, the adverse aspect of MH pertains to persons experiencing a condition of depression, characterised by unpleasant feelings (Palinkas & Wong, 2020), thus leading to a diminished sense of work satisfaction (Labrague & de Los Santos, 2021). Furthermore, Li (2018) has shown that the presence of good MH has a favourable impact on an individual's level of work satisfaction, but the negative aspect of MH, namely anxiety, has a detrimental effect on satisfaction.

The existing body of research lacks sufficient evidence to elucidate the mediation function of OC in the association between work satisfaction and MH. There is still existing research that demonstrates comparable connections with slight variations. In their study, Mohammadyfar, Khan, and Tamini (2009) examined the relationship between emotional intelligence (EI) and MH (MH), as well as EI and physical health, among a sample of 250 primary and high school teachers in India. The findings revealed a noteworthy negative correlation between EI and both MH and physical health. These results suggest that teachers who possess higher levels of emotional intelligence tend to exhibit greater psychological and physical well-being. The concept of OC has a mediating function in the relationship between emotional intelligence and the dimensions of anxiety and depression within the context of MH. The studies conducted by Mohammadyfar et al. (2009) and Slaski & Cartwright (2002) similarly shown a noteworthy inverse association between Emotional Intelligence and MH. The implementation of a strategic approach is crucial

for enhancing OC. This approach may also serve as a mediator between work satisfaction and MH, as shown by Bakri and Ali (2015) in their study. Based on the findings of Anees, Heidler, Cavaliere, and Nordin (2021), it can be inferred that there exists an indirect link between work pressure, job commitment, and turnover intention within organisational contexts, mediated by the construct of JS. A negative association has been shown between anxiety attachment and work satisfaction. In other words, there exists an inverse relationship between stress levels and work satisfaction, wherein greater levels of stress are associated with lower levels of JS. According to the study conducted by Ahsan, Abdullah, Fie, and Alam (2009), The existing body of literature suggests the presence of an unknown mechanism through which work pressure has an influence on employee turnover. This research specifically investigates the potential mediating role of work satisfaction in the interaction between the organisation and its employees. According to (Lambert, Qureshi, Frank, Klahm, & Smith, 2018), prior studies have shown that various characteristics of occupational stress have distinct impacts on employee satisfaction. Based on the aforementioned literature, the below hypotheses are developed:

H1: JS has a significant relationship with OC among nurses of KP

H2: JS has a significant relationship with MH among nurses of KP

H3: OC has a significant relationship with MH among nurses of KP

H4: The relationship between JS and MH is mediated by OC among nurses of KP

Research Methodology

Data Collection

Data were collected from 413 nurses working in government hospitals of district Mardan, Swat and Peshawar of Khyber Pakhtunkhwa province.

Five hundred questionnaires were administered to the nurses with the help of administrative staff of the hospitals. For this purpose, we used the services of friends and students who met the administrative staff. Four hundred and seventeen questionnaires were returned within two months. Four questionnaires were not included in the analysis due to incomplete information.

Measurement of Job Satisfaction

The Minnesota Satisfaction Questionnaire (Lawler et al., 1979) was used to measure JS. In this study we included three facets of JS which are "satisfaction with Pay, Job Security, and promotion opportunity". Each facet was measured by 5 items. Satisfaction with Salary's examples include "On my present job, this is how I feel about the amount of pay for the work I do", and "on my present job, this is how I feel about the chance to make as much money as my friends". Satisfaction with Job Security's examples include "on my present job, this is how I feel about my job security" and "On my present job, this is how I feel about the way my job provides for a secure future". Satisfaction with promotion opportunities' examples include "On my present job, this is how I feel about the chances of getting ahead on this job" and "On my present job, this is how I feel about the way promotions are given out on this job". For this study, we used a 5-point Likert scale, where 1 meant "strongly disagree" and 5 meant "strongly agree." The Cronbach's alpha for "Satisfaction with Pay, Job Security and promotion opportunities" was .89, .81 and .82 respectively.

Measurement of Organizational Commitment

The OC Scale (Meyer et al., 1990) was used to measure OC. This scale has three dimensions that are "Affective, Continuous, and Normative". All facets include 6-items each. Affective Commitment's examples include "I would be very happy to spend the rest of my career in this

organization.” and “I really feel as if this organization’s problems are my own”. Continuous Commitment’s examples include “It would be very hard for me to leave my job at this organization right now even if I wanted to” and “I believe I have too few options to consider leaving this organization”. Normative Commitment’s examples include “Even if it were to my advantage, I do not feel it would be right to leave” and “I would feel guilty if I left this organization now”. For this study, we used a 5-point Likert scale, where 1 meant "strongly disagree" and 5 meant "strongly agree." The Cronbach's alpha for "Affective, Continuous and Normative commitment" was .82, .87 and .77 respectively.

Measurement of Mental Health

The MH was measured by using the Hospital Anxiety and Depression Scale (Zigmond & Snaith, 1983). This scale has two dimensions which are “Anxiety and Depression”. Each facet of MH was measured by seven items. Anxiety’s examples include “I feel tense or 'wound up'” and “Worrying thoughts go through my mind”. Depression’s examples include “I look forward with enjoyment to things” and “I feel as if I am slowed down”. The participants' responses were recorded using a 4-point Likert scale, with values ranging from 3 to 0. Anxiety and depression demonstrated a high reliability of .88 and .84 respectively.

Results

Table 1: Correlation between JS and OC

| | JS | OC |
|----|--------|--------|
| JS | 1 | .204** |
| OC | .204** | 1 |

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

Table 1 presents the correlation analysis between JS and OC. The findings indicate a statistically significant positive correlation between JS and

OC ($r = .204^{**}$, $p = 0.000$). As a result, H1 that states that JS has a significant relationship with OC among nurses of KP, is supported.

Table 2: Correlation between JS and MH

| | JS | MH |
|----|--------|--------|
| JS | 1 | .403** |
| MH | .403** | 1 |

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

Table 2 presents the correlation analysis between JS and MH. The findings indicate a statistically significant positive correlation between JS and

MH ($r = .403^{**}$, $p = 0.000$). As a result, H2 that states that JS has a significant relationship with MH among nurses of KP, is supported.

Table 3: Correlation between OC and MH

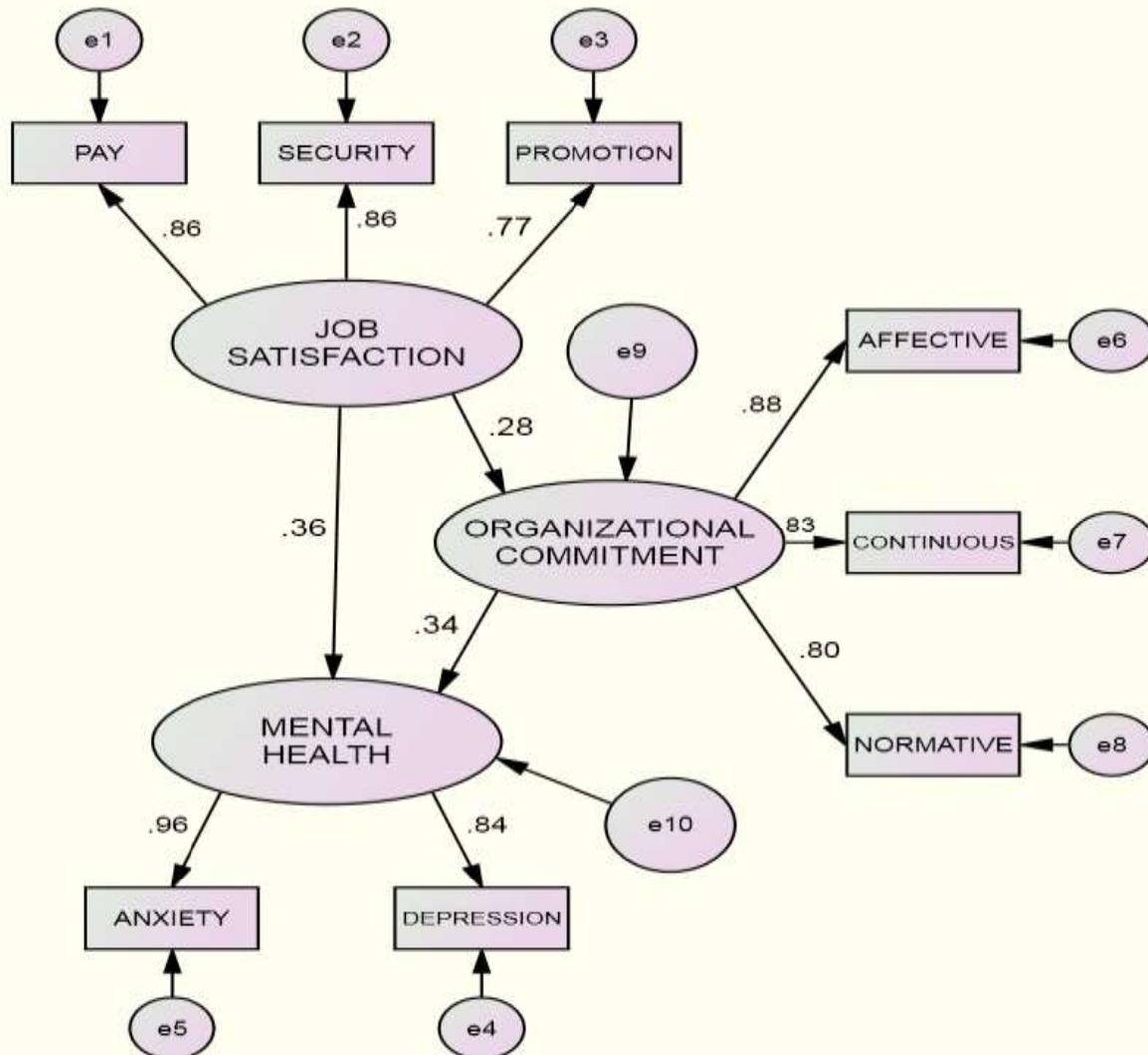
| | OC | MH |
|----|--------|--------|
| OC | 1 | .340** |
| MH | .340** | 1 |

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

Table 3 presents the correlation analysis between OC and MH. The findings indicate a statistically significant positive correlation between OC and

MH ($r = .340^{**}$, $p = 0.000$). As a result, H3 that states that OC has a significant relationship with MH among nurses of KP, is supported.

Research Model: Relationship between JS and MH Through OC



The three factors model “JS, MH and OC” was tested by using structure equation modeling. This model fit the data very well (CMIN, 53.237; DF, 17, RMSEA, .081; P, .000; GFI, .962, RMR, .047; CFI, .975). The effect of JS on MH, showing the regression coefficient of .36 and OC, showing regression coefficient of .28, was found to be significant. OC reveals a significant effect

on MH showing a regression coefficient of .34. The regression weights of all facets of JS, OC and MH are in acceptable range. The impact of JS on MH goes down from .45 to .36 when OC was introduced as a mediator. Hence, the below mentioned hypotheses are accepted in this study: H1: JS has a significant relationship with OC among nurses of KP

H2: JS has a significant relationship with MH among nurses of KP

H3: OC has a significant relationship with MH among nurses of KP

H4: the relationship between JS and MH is mediated by OC among nurses of KP

Table 4:

| Indices | CMIN/DF | GFI | CMIN | DF | CFI | RMSEA | RMR | P |
|---------|---------|------|--------|----|------|-------|------|------|
| Value | 3.132 | .962 | 53.237 | 17 | .975 | .081 | .047 | .000 |

Table 4 shows the values of CMIN/Chi Square, probability, comparative fit index (CFI), goodness of fit index (GFI), root mean square residual (RMR), and root mean square error of approximation (RMSEA). The values of CMIN, 53.237; DF, 17, RMSEA, .081; P, .000; GFI, .962, RMR, .047; CFI, .975 fall within acceptable range. Therefore, we accept the three factors research model of JS, MH and OC.

Conclusion

The basic aim of this study was not only to find out the relationship among JS, MH and OC but also to test the role of OC as a mediator on the relationship between JS and MH of nurses working in government hospitals of Khyber Pakhtunkhwa (Mardan, Swat and Peshawar). Data were collected from 413 nurses by administering a questionnaire that was composed of OC Scale, Minnesota Satisfaction Questionnaire and Hospital Anxiety and Depression Scale. Statistical Package for Social Sciences and Amos were used for data analysis. The results of correlation showed that JS has a significant relationship with MH and OC. Likewise, OC and MH showed a significant positive relationship. Confirmatory factor analysis confirmed the partial mediating effect of OC on the relationship between JS and MH of nurses.

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