

JOB SATISFACTION AND MOTIVATION AS PREDICTORS OF ORGANIZATIONAL COMMITMENT AMONG FILIPINO NURSES IN SELECTED DENTAL CLINICS IN DUBAI, UNITED ARAB EMIRATE

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ABSTRACT

This study determined the relationship between job satisfaction, motivation and organizational commitment of Filipino nurses. The descriptive-correlational design was utilized in this study. Data were gathered using survey questionnaires. Mean and Standard deviation was used to measure the levels of job satisfaction, motivation, and organizational commitment. Pearson Product Moment Correlation was utilized to determine the relationships between job satisfaction, motivation, and organizational commitment. The results showed that the Filipino nurses have a high level of motivation, and moderate levels of job satisfaction and organizational commitment. Moreover, the results showed a significant relationship between job satisfaction and motivation on the organizational commitment of Filipino Nurses. These findings underscore the importance of encouraging and promoting both job satisfaction and meaningful motivation to enhance employee commitment and organizational performance.

Keywords: *Job Satisfaction, Motivation, Organizational Commitment, Filipino, Nurses, Dental Clinic*

INTRODUCTION

Background of the Study

The twenty-first century is characterized by rapid changes in the workplace. Employees are among the most valuable assets of any organization. To achieve its objectives, an organization must first address the needs and expectations of its employees. Job satisfaction, motivation, and organizational commitment have taken on new dimensions in today's work environment. As global transformations continue to reshape employment settings and practices, it has become essential to reassess the current meaning and relevance of job satisfaction, motivation, and organizational commitment.

Hospitals and clinics serve as vital institutions that deliver healthcare, education, and research services, and require efficient management to address their complex operational needs. Their overall performance heavily relies on human resources, particularly nurses, who are at the forefront of patient care (Younis et al., 2021). Nurses not only enhance the quality of healthcare delivery but also serve as key contributors to achieving organizational objectives (Abdullah et al., 2021). With ongoing technological advancements and rising public expectations for healthcare

services, there is an increasing demand for nurses to continually improve their performance.

The global healthcare system owes so much to the contributions of Filipino nurses, whose professionalism, clinical expertise, and dedication have remarkable effects in patient care. With many Filipino nurses dispersed throughout North America, the Middle East, the United Kingdom, the Nordic region, and Oceania, their presence underscores the important role that they play in answering the persistent nursing shortage faced by many nations (Babate, et al., 2023). Filipino nurses are renowned for their adaptability and commitment to delivering high-quality care across diverse healthcare settings (Babate et al., 2023).

Furthermore, Nurses' satisfaction has been linked to and impacted on many issues in the health care system, such as the outcome of care, patient satisfaction and organizational commitment. Organizational commitment and job satisfaction are attitudes related to jobs that have received considerable attention from researchers worldwide. Nurse role considered as very important to provide health care for patient with respect the improving the quality of care in health institutions (Al-Jabari B et al., 2019).

Nurses, as the main and large group of health care providers their job performance is affected by job satisfaction and organizational commitment, engaged and satisfied nurses usually perform highly and contribute to organizational efficiency and success (Al-Jabari B et al., 2019).

Job Satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. This attitude can be positive, which means that employees or members of the organization are satisfied or negative, meaning that they are dissatisfied with all aspects of the work, be it the work situation, workload, rewards, risks, and so on. When someone feels motivated at work, they tend to be more satisfied with their work. When an individual's efforts are recognized and appreciated, job satisfaction can increase (Sutrisno 2019).

Job satisfaction is a significant variable in the context of nurse performance. It refers to the positive or negative feelings that a nurse has towards her work, which affects their productivity and commitment Abdullah et al. (2021). Job satisfaction is closely related to nurse performance, where nurses who feel satisfied tend to show better performance in providing services to patients. Job satisfaction not only improves the well-being of individuals, but also contributes to the health institution's operational efficiency and overall reputation (Nuraena et al., 2024).

Working in the field of healthcare is not an easy job, like any other type of work, being a healthcare worker requires and demand a good quality of work. In order for healthcare workers to be efficient and provide patients with superior quality services, the following are necessary: health workers must have clear expectations of the subject of their work and their work environment, they must have the appropriate knowledge and skills needed for their work, they must have access to necessary equipment and the like. The demand of their work is undeniably exhausting which can lead into job dissatisfaction and demotivation.

Environmental changes that occur within the company will have an impact on employee behavior in the organization. Investigations into variables that may affect organizational commitment have not been analyzed more adequately and will add references in human resource management (Nauman et al., 2021).

Human behavior is influenced by a complex interplay of numerous factors. These include biological determinants, psychological factors, social and cultural elements, economic and environmental factors, as well as external stressors that play a significant role in shaping how individuals interact and respond to their environment. Motivation represents the yearning to accomplish a task, paired with the enthusiasm and determination to see it through. It acts as the driving force that propels an individual to take proactive steps and reach their goals. The term “intrinsic” refers to motivation that originates internally in the form of a person's interests and goals, while “extrinsic” refers to motivation that is prompted by external variables like incentives and penalties (Amaro et al., 2021).

In recent years, especially during the pandemic, many healthcare workers have reported dissatisfaction and lack of motivation due to insufficient feedback, limited incentives, and a lack of supportive supervision (Schubert, 2019). This highlights the urgent need to motivate healthcare workers, as motivation significantly boosts performance, service efficiency, and patient satisfaction (Hotchkiss et al., 2015; Rubel et al., 2020).

Motivation plays a critical role in job satisfaction (Sherly et al., 2021), performance (Pratama et al., 2021), and organizational commitment (Petrova et al., 2020). Motivated employees are more likely to stay, reducing turnover and improving workplace stability. Organizational commitment, which reflects an employee's connection to their workplace, directly affects the quality of care (Fantahun et al.) and is influenced by factors such as trust, leadership, rewards, and work-life balance (Diansari et al., 2023; Widyanto & Yandi, 2020; Sudiro et al., 2023).

Among the 679,819 Filipinos in the UAE, around 30,000 were nurses (Dass, 2020), many of whom served on the front lines. Filipino nurses were recognized for their dedication and high-quality care. This study aimed to determine the extent to which job satisfaction and motivation predicted organizational commitment among Filipino nurses working abroad, and whether job satisfaction was related to motivation in this context.

Statement of the Problem

This study determined the relationship between job satisfaction and motivation on the organizational commitment among Filipino nurses in chosen Dental Clinics in Dubai, United Arab Emirates. This sought to answer to the following:

- 1.
2. What is the level of job satisfaction of Filipino nurses in selected Dental Clinics in Dubai, United Arab Emirates in terms of:
 - 1.1 pay
 - 1.2 promotion
 - 1.3 supervision
 - 1.4 Fringe Benefits
 - 1.5 Contigent Rewards
 - 1.6 Operating Conditions
 - 1.7 Coworkers
 - 1.8 Nature of Work
 - 1.9 Communication?
3. What is the level of motivation of Filipino nurses in selected Dental Clinics in Dubai,

United Arab Emirates in terms of:

- 2.1 Intrinsic
- 2.2 Amotivation
- 2.3 Introjected regulation
- 2.4 External Regulation
4. What is the level of organizational commitment of Filipino nurses in selected Dental Clinics in Dubai, United Arab Emirates?
 - 3.1 Involvement
 - 3.2 Identification
 - 3.3 Loyalty
5. Is there a significant relationship between:
 - 4.1 Job satisfaction and organizational commitment
 - 4.2 Motivation and organizational commitment

Framework

This study is grounded in several motivational and organizational theories that explain the dynamics of job satisfaction, motivation, and commitment among healthcare workers. Herzberg's Two-Factor Theory is highly relevant, particularly for healthcare workers balancing high-stress environments and intrinsic motivation. His "trickle-down effect" suggests that creating a work environment that promotes satisfaction leads to motivated, productive employees, ultimately improving patient care and satisfaction.

Maslow's Hierarchy of Needs (1943) further supports this framework by emphasizing that individuals must first meet basic physiological and safety needs before progressing toward self-actualization. This hierarchy explains how unmet needs can hinder motivation and job satisfaction in healthcare settings.

Locke's Value Theory (1976) posits that job satisfaction depends on the alignment between what employees value and what they actually receive. A gap between expectations and outcomes leads to dissatisfaction, highlighting the importance of meeting employee needs to enhance organizational commitment.

Additionally, Meyer and Allen's Three-Component Model of Commitment (1991) identifies three dimensions of commitment: affective (emotional attachment), continuance (perceived cost of leaving), and normative (sense of obligation). These mindsets influence whether employees remain committed to their organization, especially in high-stakes professions like nursing.

METHODS

Research Design

This study utilized the descriptive-correlational research design. Descriptive research design is used to obtain information concerning the current status of the phenomena to describe (Shuttleworth, 2008). Moreover, it is a fact-finding study that allow the researcher to examine characteristics, behaviors and experiences of study participants (Calmorin, 2007). Descriptive research design is used to obtain information concerning the current status of the phenomena to describe (Shuttleworth, 2008). Moreover, it is a fact finding study that allowed the researcher to examine characteristics, behaviors, and experiences of study participants (Calmorin, 2007). Furthermore, the correlational design is used to identify the strength and nature of association between two or more variables (Creswell, 2003).

In this the study, it determined the levels of job satisfaction, motivation and organizational commitment of Filipino Nurses. Moreover, the study investigated the relationship between job satisfaction, motivation and organizational commitment of Filipino Nurses.

Research Respondents

The participants of this study included Filipino nurses who were under regular employment status and working in selected dental clinics in Dubai. These nurses held either a General/Registered Nurse or Dental Nurse license issued by the Dubai Health Authority (DHA). They were actively practicing in clinical roles at the time of data collection and provided insights into their experiences regarding job satisfaction, motivation, and organizational commitment.

The participants in this study were selected using a purposive sampling technique, which allowed the researcher to deliberately choose individuals who were most qualified to provide relevant data. The inclusion criteria required that participants be Filipino nurses currently employed in selected dental clinics in Dubai, United Arab Emirates. They must have held a valid license issued by the Dubai Health Authority (DHA) as either a General Nurse, Registered Nurse, or Dental Nurse. Additionally, only those with regular employment status and at least six months of continuous work experience in their current dental clinic were included. Nurses were excluded from participation if they were on probationary, part-time, or temporary contracts, had less than six months of experience in their current clinic, or were on leave during the period of data collection.

Research Instrument

The study employed the questionnaires adapted from different studies and considered fit to the context of the respondents of this study. The instrument was divided into three parts such as job satisfaction, motivation and organizationkl commitment. The first tool is job satisfaction . To measure the level of job satisfaction of the participants, this study utilized the Job Satisfaction Survey popularized by Paul Spector on 1985 and was revised on 2022. The second tool is motivation. To measure the level of motivation of the participants, the Motivation at Work Scale (MAWS) by Gagné, M., Forest, J., Gilbert, M. H., Aubé, C., Morin, E., & Malorni, A. (2010). Lastly, the Organizational Commitment Questionnaire (OCQ; Mowday, Steers, & Porter, 1979)

The data were analyzed using the mean standard deviation and pearson product-moment correlation.

RESULTS AND DISCUSSION

Level of Job Satisfaction

Table 1 shows the level of job satisfaction of Filipino nurses. The job satisfaction contains contains of nine indicators, namely: pay, promotion, supervision, fringe benefits, contingent condition,operating conditions, co-workers, nature work and communication. It garnered an overall mean rating of 3.14 and a standard deviation

of .258. The SD results range from .329-.730 which denotes that the respondent's scores are not so dispersed from one another.

Table 1. Level of Job Satisfaction

Dimensions	Mean	Standard Deviation	Description
Pay	3.29	.845	Moderate
Promotion	3.38	.590	Moderate
Supervision	3.14	.478	Moderate
Fringe Benefits	3.19	.512	Moderate
Contingent Rewards	3.00	.707	Moderate
Operating Conditions	2.33	.730	Low
Coworkers	3.48	.602	Moderate
Nature of Work	3.48	.512	Moderate
Communication	3.08	.329	Moderate
OVERALL MEAN	3.14	.258	Moderate

In terms of the job satisfaction, among nine indicators the highest mean is 3.48 described as moderate in the aspects of *co-workers and nature of work*. On the hand, the lowest mean is 2.33 described as low in the aspect of *operating conditions*. The overall mean is 3.14 which is described as moderate. This means that the Filipino nurses sometimes exhibit job satisfaction. These findings agreed with those reported by Chen et al. (2024) in a systematic review of job satisfaction among community general practitioners that moderate job satisfaction with low variability is a recurring pattern in recent workforce studies, supporting the validity and timeliness of the present findings.

These can be supported by Alshammari (2023) that indicated a moderate level of satisfaction with pay and a similar range of responses. These findings highlight the nuanced perceptions employees have regarding compensation, with some feeling adequately rewarded and others less so. Supporting this, is a study by Bhatia and Williams (2023) found that promotional opportunities significantly influenced job satisfaction among employees. Indicating the importance of clear and accessible promotion pathways in enhancing overall job satisfaction.

With regards to supervision participants felt moderate about it having a mean of 3.14 and standard deviation of .478. This is showing neither dissatisfaction or strong satisfaction with support from supervisors or managers or leadership, aligning with the study of Jameel and Haq (2024), who reported a similar moderate level of supervisory support in their study on turnover intention. Their research underscores the critical role of supervisors in shaping employee attitudes and reinforces the need for more visible and consistent leadership engagement.

Participant's perception on fringe benefits also was moderate. This shows that benefits they have are decent but for them it is not sensed as explicitly bountiful or still skimpy. This agrees with the findings of the study by Alshammari (2023), who observed that employees had a moderate level of satisfaction with their compensation packages, including fringe benefits. The study highlighted that a significant portion of employees were aware of the fringe benefits offered but felt that these benefits met their needs to a limited extent. This suggests that while fringe benefits are valued,

there is room for improvement in aligning them more closely with employee expectations.

Contingent Rewards for participants are also in moderate level with a mean of 3.00 and standard deviation of 0.707. This indicated that some of the participants felt they are rewarded fairly and some others felt not much appreciated as the standard deviation shows. Supporting these findings is a study by Zainordin (2021), who found a similar trend in a study of quantity surveyors. The study underscores that while rewards can motivate, their perceived fairness and consistency are crucial in shaping employee satisfaction.

Moreover, these findings agrees with the Hackman and Oldham's (1976) Job Characteristics Model, which implied that job satisfaction increases when the work itself is experienced as challenging, autonomous, and purposeful. The moderate variation in responses may . A study by Al-Surimi and Al-Harbi (2020) can support these findings as it found that nurses in Saudi Arabia reported moderate communication indicating a similar perception of communication effectiveness. Their study highlights the importance of enhancing communication strategies to improve job satisfaction and reduce turnover intentions.

Level of Motivation

Table 2 shows the level of motivation of Filipino nurses. The motivation contains contains of four indicators, namely: Intrinsic motivation, amotivation, introjected regulation and external regulation. It garnered an overall mean rating of 3.71 and a standard deviation of .561. The SD results range from .590-.814 which denotes that the respondent's scores are not so dispersed from one another.

Table 2. Level of Motivation

Dimensions	Mean	SD	Description
Intrinsic Motivation	4.05	.590	High
Amotivation	3.81	.750	High
Introjected regulation	3.52	.814	High
External Regulation	3.48	.750	Moderate
OVERALL MEAN	3.71	.561	High

In terms of motivation, among four indicators the highest mean is 4.05 described as high in the dimension of intrinsic motivation. On the hand the lowest mean category is 3.48 in the aspect of external regulation. The overall is mean of 3.71 which is described as high. This means that the Filipino nurses oftentimes manifest motivation. Implying that there is a reasonable agreement among participants or responded in a consistent manner, fairly shared and is stable, with slightly less agreement on introjected regulation. This suggested that motivational experiences related to internal pressure and external rewards vary noticeably across employees, which could reflect differences in roles, style, or personal or individual values. These findings can be supported by Deci and Ryan's (2000) Self-Determination Theory, autonomous motivation tends to yield higher and more

consistent satisfaction, whereas introjected regulation and motivation driven by internal pressures often shows greater individual variability. This study supported this view, as variation in motivation was especially noted in this form of regulation.

Furthermore, agreeing with Layek and Koodamara (2024) that intrinsic motivation significantly influenced employee performance, with employee engagement serving as a critical mediating factor. Their study underscores the importance of aligning work tasks with employees' intrinsic interests to enhance motivation and performance. Moreover, an explanation by Ryan and Deci (2000) Self-Determination Theory, indicated that intrinsic motivation happens when individuals engage in tasks for their inherent pleasure and meaning, rather than for external rewards. The moderate variability in responses reflected that intrinsic motivation varies by individual factors. These findings suggest that while intrinsic motivation is prevalent, its intensity differs, likely shaped by contextual and personal influences.

This could be supported by Alhadabi et al. (2023) who found that their respondents exhibited varying levels of amotivation, with some reporting a lack of motivation despite having the ability to perform tasks. Their study highlights the complexity of motivation, suggesting that factors beyond competence and autonomy, such as personal values and external pressures, can influence an individual's motivation levels.

Moreover, Ryan and Deci (2000) Self-Determination Theory supported this in describing that external regulation as a form of extrinsic motivation driven by external rewards or avoidance of punishment. However external regulation plays a meaningful role in motivating individuals; it is generally considered a less autonomous form of motivation compared to intrinsic motivation or more internalized forms of extrinsic motivation.

Level of Organizational Commitment

Table 3 shows the level of organizational commitment of Filipino nurses. The organizational commitment contains of three indicators, namely: involvement, identification and loyalty. It garnered an overall mean value of 2.57 and a standard deviation of .507. The SD results range from .402-.548 which denotes that the respondent's scores are not so dispersed from one another.

Table 3. Level of Organizational Commitment

Dimensions	Mean	Standard Deviation	Description
Involvement	4.00	.548	High
Identification	3.24	.539	Moderate
Loyalty	2.81	.402	Moderate
OVERALL MEAN	2.57	.507	Moderate

In the organizational commitment, among three indicators the highest mean is 4.00 which is described as high in the aspect *involvement*. Meanwhile, the lowest mean is 2.81 which described as moderate in the aspect of *loyalty*. The overall mean is 2.57 which described as moderate. This indicates that the Filipino nurses sometimes exhibit job satisfaction. Supporting this finding is a study by Al-Oweidat et al. (2023) whose respondents reported moderate organizational commitment similar

to this study's result in this table. Their study emphasizes the importance of emotional intelligence in fostering organizational commitment. Implying that enhancing the dimensions for organizational commitment among employees could strengthen their connection to the organization.

Moreover, these align with findings by Lemieux and McKinley (2021), whose meta-analysis confirmed that high levels of employee involvement are significantly associated with positive organizational outcomes, such as increased performance and job satisfaction. Further implying the value of cultivating participative work environments to sustain motivation and productivity. However, not in an overwhelming level in terms of identification or not reflecting a strong identification. Standard deviation reflects some variations, but answers are lean towards consistency, though a few employees identify more or less strongly. Çiçek (2023) can support these findings, as he confirmed through social identity theory that organizational socialization significantly influences the degree to which employees identify with their organization. Implying the importance of social integration practices in strengthening employee commitment and identity alignment.

There is low variability with strong agreement about their moderate level of loyalty. This can be supported by a study by Shangze (2024), who emphasized that employee loyalty is closely tied to levels of organizational commitment particularly affective commitment. The study implies that fostering a deeper emotional bond between employees and the organization can strengthen loyalty and positively influence organizational outcomes.

Relationship Between Spiritual Well-being and Capacity for Compassion on caring behavior

Table 4 shows relationship between job satisfaction, motivation and organizational commitment. The results show that all the independent variables have significant relationship with the caring behavior of the students ($p < .05$).

Table 4. Relationship between Variables

INDEPENDENT VARIABLES	Organizational Commitment		
	R	p-value	Remarks
Job Satisfaction	.452	.000	Significant
Motivation	.548	.000	Significant

In particular, there is a significant relationship between job satisfaction and organizational commitment Filipino Nurses ($r = .452$, $p < .05$). The strength of correlation between the two variables is moderate and has a directly proportional relationship as revealed by the coefficient of .452. This suggests that the increase of job satisfaction would essentially increase the organizational commitment Filipino Nurses. This finding aligns with Masih et al. (2023). It was identified in their study that factors such as career growth, involvement, interpersonal relationships, clarity, and work environment positively influence employee engagement, which in turn enhances organizational commitment. Implying that fostering these factors to strengthen employees' emotional and value-based attachment to the organization is important.

This indicates that as participants' satisfaction with their job increases, so does their level of commitment to their organization. This is also in agreement with the study of Çınar et al. (2024), confirming that job satisfaction is significantly and positively associated with organizational commitment. They concluded that improving elements

such as job recognition, work environment, and fair compensation can enhance both satisfaction and organizational loyalty. Implying the significance of job satisfaction as a predictor of organizational commitment, suggesting that enhancing job satisfaction can lead to increased commitment to the organization.

Similarly, there is a significant and strong relationship between motivation and organizational commitment of Filipino nurses ($r = .548, p < .05$). The strength of correlation between the two variables is moderate and has a directly proportional relationship as revealed by the coefficient of .548. This indicates that as the motivation increases, the organizational commitment Filipino Nurses is also likely to increase. This result implies that participants who are more motivated in their daily work tasks tend to present or show higher levels of organizational commitment. Aligning this with Gagné and Deci (2005), who indicated that autonomous motivation promotes greater organizational commitment through enhanced psychological engagement. This relationship can also agree with the Self-Determination Theory (Deci & Ryan, 1985), which posits that when individuals' psychological needs for autonomy, competence, and relatedness are met, their intrinsic motivation increases, thereby enhancing their attachment and loyalty to the organization. Which implies that motivated employees are more likely to be productive, efficient, and less likely to leave the organization, as they are willing to sacrifice for the organization's goals with a strong desire to stay.

Moreover, the higher levels of job satisfaction and motivation are associated with higher levels of organizational commitment among employees. This supports the study of Pacamana, M.S. (2023) that a strong positive correlation between job satisfaction and motivation, implied that as job satisfaction levels increase, motivation levels also tend to rise.

Conclusions

Based on the findings, the following conclusions were drawn:

1. The overall job satisfaction of participants was found to be moderate, indicating that they sometimes experience job satisfaction. Participants reported the highest satisfaction with their coworkers and the nature of their work but expressed dissatisfaction with operating procedures, which may negatively affect morale and performance. Moderate satisfaction ratings for pay, supervision, and communication suggest that these areas still need improvement.
2. Participants demonstrated a high level of motivation. However, the high scores in motivation drivers imply that although participants appear motivated, they may lack genuine engagement. This could lead to potential disengagement and a search for more meaningful work or better alignment with their personal values.
3. The results showed a relatively low level of organizational commitment among participants. They displayed only little to moderate emotional loyalty and attachment to their organizations. Even when some identification dimensions were high, they were not strong enough to indicate a solid relationship, implying a weak bond that could affect employees' sense of belonging, retention, and work performance. This may pose risks to productivity, turnover rates, and long-term engagement.
4. Both job satisfaction and motivation were found to have a significant positive relationship with organizational commitment. Among the two, motivation showed a stronger relationship, suggesting that increasing employees' motivation has a greater impact on enhancing their commitment to the organization.

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