



Organizational commitment and job satisfaction of staff nurses as determinants of nursing service quality in hospitals: a literature review

Komitmen organisasi dan kepuasan kerja perawat sebagai penentu kualitas layanan keperawatan di rumah sakit: tinjauan literatur

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Abstrak

Kualitas layanan keperawatan merupakan indikator kunci kualitas layanan rumah sakit. Kepuasan kerja dan komitmen organisasi di antara perawat staf dilaporkan memainkan peran utama dalam membentuk kinerja, perilaku kerja, dan kualitas perawatan keperawatan; namun, bukti yang ada masih terfragmentasi dan belum disintesis secara sistematis. Tujuan penelitian ini adalah untuk melakukan tinjauan sistematis tentang pengaruh kepuasan kerja dan komitmen organisasi perawat terhadap kualitas layanan keperawatan di rumah sakit. Tinjauan sistematis ini dilakukan sesuai dengan pedoman PRISMA 2020. Pencarian literatur dilakukan menggunakan Google Scholar, PubMed, ScienceDirect, dan basis data jurnal terindeks lainnya. Kriteria inklusi mencakup studi kuantitatif, kualitatif, dan tinjauan literatur yang melibatkan perawat rumah sakit dan meneliti kepuasan kerja, komitmen organisasi, dan kinerja keperawatan atau kualitas layanan. Risiko bias dinilai menggunakan versi sederhana dari alat JBI dan CASP. Data disintesis secara narratif. Sebanyak 15 artikel memenuhi kriteria inklusi. Sebagian besar studi menggunakan desain cross-sectional. Temuan secara konsisten menunjukkan bahwa kepuasan kerja berhubungan positif dengan komitmen organisasi, yang pada gilirannya berkontribusi pada peningkatan kinerja, Perilaku Kewarganegaraan Organisasi (OCB), dan kualitas layanan keperawatan. Faktor-faktor organisasi seperti keadilan organisasi, kualitas layanan internal, dukungan manajerial, dan kesejahteraan karyawan memainkan peran penting. Kepuasan kerja dan komitmen organisasi merupakan penentu utama kualitas layanan keperawatan. Upaya untuk meningkatkan lingkungan kerja perawat berpotensi meningkatkan kualitas layanan rumah sakit secara keseluruhan.

Kata kunci: Kepuasan Kerja, Komitmen Organisasi, Perawat, Kualitas Layanan, Keperawatan

Abstract

The quality of nursing services is a key indicator of hospital service quality. Job satisfaction and organizational commitment among staff nurses have been reported to play a major role in shaping performance, work behavior, and the quality of nursing care; however, existing evidence remains fragmented and has not been systematically synthesized. To conduct a systematic review of the influence of nurses' job satisfaction and organizational commitment on the quality of nursing services in hospitals. This systematic review was conducted in accordance with the PRISMA 2020 guidelines. Literature searches were performed using Google Scholar, PubMed, ScienceDirect, and other indexed journal databases. Inclusion criteria covered quantitative, qualitative, and literature review studies involving hospital nurses and examining job satisfaction, organizational commitment, and nursing performance or service quality. Risk of bias was assessed using simplified versions of the JBI and CASP tools. Data were synthesized narratively. A total of 15 articles met the inclusion criteria. Most studies employed cross-sectional designs. The findings consistently showed that job satisfaction was positively associated with organizational commitment, which in turn contributed to improved performance, Organizational Citizenship Behavior (OCB), and nursing service quality. Organizational factors such as organizational justice, internal service quality, managerial support, and employee well-being played significant roles. Job satisfaction and organizational commitment are key determinants of nursing service quality. Efforts to improve nurses' work environments have the potential to enhance overall hospital service quality.

Keywords: Job Satisfaction, Organizational Commitment, Nurses, Service Quality, Nursing

Introduction

Nurses are health workers with the highest intensity of contact with patients, so the quality of nursing services is greatly influenced by the working conditions and work attitudes of the nurses themselves. Continuous interaction with patients requires nurses to have not only adequate clinical competence, but also psychological stability, motivation, and attachment to the organization. In this context, the quality of nursing services cannot be understood solely as the result of technical skills, but rather as the output of complex interactions between individual and organizational factors (Noviani et al., 2024). Various empirical findings show that job satisfaction and organizational commitment are the main psychosocial determinants that influence nurses' behavior and performance. Job satisfaction acts as a nurse's subjective evaluation of the work environment, workload, reward system, and managerial support. When job satisfaction is low, nurses are more susceptible to emotional exhaustion, burnout, and the intention to leave their jobs, which ultimately results in a decrease in the consistency and quality of nursing care. On the other hand, a high level of job satisfaction encourages nurses to work more optimally, maintain empathy in service, and adhere to nursing care standards on an ongoing basis.

Organizational commitment strengthens the influence of job satisfaction by forming emotional attachment and a sense of belonging in nurses towards the institution where they work. Literature shows that nurses with strong organizational commitment, especially affective commitment, tend to show higher loyalty, performance stability, and extra-role work behaviors such as Organizational Citizenship Behavior (OCB). This behavior

contributes directly and indirectly to the quality of nursing services, for example through the willingness to help colleagues, maintain continuity of service, and provide services that go beyond the formal demands of the job (Prasetyo & Rosyada (2023).

Although the relationship between job satisfaction, organizational commitment, and service quality has been widely reported, research results are still scattered across different contexts, designs, and outcome focuses. Some studies place performance or OCB as the dependent variable, while nursing service quality is often treated only as an indirect consequence. Furthermore, the predominance of cross-sectional designs limits the ability to explain the causal mechanisms and long-term dynamics between job satisfaction, organizational commitment, and service quality (Mariati, 2024).

Therefore, this systematic review aims not only to summarize existing empirical findings but also to synthesize patterns of relationships among variables more comprehensively. By integrating evidence from various research contexts, this literature review seeks to clarify the role of job satisfaction and organizational commitment as psychosocial foundations of nursing service quality, while also identifying relevant research gaps to support future studies and nursing management policy development in hospitals.

Method

This study is a literature review conducted in accordance with the PRISMA 2020 guidelines. Literature searches were performed using Google Scholar, PubMed, ScienceDirect, and nationally accredited journals, covering publications from 2015 to 2025. The keywords used included job satisfaction, organizational

commitment, nurse, nursing performance, service quality, and hospital.

The inclusion criteria were: (1) studies involving hospital nurses; (2) studies addressing job satisfaction and/or organizational commitment; (3) studies linking these variables with performance, OCB, or service quality; and (4) full-text articles. Irrelevant and duplicate articles were excluded. Article selection followed the stages of identification, title–abstract screening, and full-text assessment. The selection process is presented in a PRISMA flow diagram. Study quality was assessed using simplified JBI and CASP tools focusing on clarity of objectives, research design, sampling methods, instruments, and data analysis. Data were synthesized narratively.

RESULTS

The article selection process for this literature review was conducted systematically to ensure that the analyzed studies were relevant, high-quality, and aligned with the research objectives. The selection process followed the *Preferred Reporting Items for Systematic Reviews and Meta-Analyses* (PRISMA) principles, which include identification, screening,

eligibility assessment, and article inclusion.

In the identification stage, articles were searched through several scientific databases, including Google Scholar, PubMed, and ScienceDirect, using keywords related to organizational commitment, job satisfaction, nurses, and healthcare quality. This process yielded a number of initial articles, which were then further screened. Duplicate articles were then removed to avoid data duplication. The remaining articles were then screened based on title and abstract to assess the suitability of the research topic and subject. Articles that were irrelevant or did not involve nurses as the main subject were excluded at this stage.

The next stage is a feasibility assessment through a full-text review. Articles are evaluated based on the clarity of methodology, the suitability of variables and research outcomes to the focus of the literature review. Articles that did not meet the eligibility criteria were excluded. After going through all the selection stages, articles that met the inclusion criteria were then analyzed and included in this literature review.

Table 1. PRISMA Flow

Stage	Information	Number of Articles (n)
Identification	Articles identified through databases (Google Scholar, PubMed, ScienceDirect, etc.)	32
Duplication	Duplicate articles removed	10
Screening	Articles are filtered through title and abstract	22
Exclusion of screening stage	Not relevant to the topic/subject non-nurse	5
Eligibility	Full-text articles are assessed for their suitability	17
Full-text exclusion	Irrelevant outcomes / unclear methodology	2

Table 2. Results of the Literature Review

N o	Author & Year	Subject / Location	Research Design	Main Variables	Key Findings	Conclusion
1	Supriyati et al., 2021	Nurse at Wisma Rini Pringsewu Hospital	Quantitative, cross- sectional	Organizational commitment , job satisfaction, OCB	Organizational commitment and job satisfaction are significantly related to OCB. Organizational justice and job satisfaction have a positive influence on service quality.	Increased commitment and job satisfaction encourages nurses' extra- role behaviors
2	Alotaibi et al., 2022	Nurses (various countries)	Literature review	Organizational justice, job satisfaction, service quality	Organizational factors play an important role in the quality of nursing services	
3	Kurnia & Sayekti, 2022	Female nurse at Soedirman Regional Hospital, Kebumen	Quantitative	Work- family conflict, performance , organiza- tional commitment	Work- family conflict has a negative impact on performance and commitment	Managing work-family conflict is important for female nurses
4	Rodríguez- Fernández et al., 2024	Nurse	Empirical model analysis	Affective, normative, ongoing commitment	Affective commitment model is relevant for improving the quality of health services.	
5	Ibrahim et al., 2023	Nurse at Lagaligo Hospital I	Quantitative	Job satisfaction, commitment , work motivation, performance	Work motivation mediates the influence of satisfaction and commitment	Work motivation strengthens the impact of commitment on nurse performance

					on performance
6	Şimşekli et al., 2025	Nurse	Cross-sectional	Job satisfaction, life satisfaction, demographic characteristics	Job satisfaction is a major predictor of organizational commitment
7	Fantahun et al., 2023	Ethiopian public hospital health workers	Cross-sectional	Organizational commitment, work environment	Work environment and job satisfaction are significantly related to commitment
8	Paparisab et et al., 2024	Health sector staff	Cross-sectional	Leadership, job satisfaction, commitment	Job satisfaction and leadership influence organizational commitment
9	Duran et al., 2021	Nurses during COVID-19	Cross-sectional	Work stress, professional commitment	Managerial factors are important in building commitment
10	Abdullah et al., 2021	Hospital Nurse	SEM	Workload and stress reduce professional commitment	Organizational support is important in crisis situations
11	Ming et al., 2023	Nurses at private hospitals in Malaysia	Cross-sectional	Internal service quality, job satisfaction, commitment, performance	Employee well-being mediates the relationship between variables
12	Karaferis et al., 2022	Health workers	Factor analysis	Job satisfaction, organizational commitment	Nurse welfare impacts performance and quality of service
				Dimensions of job satisfaction	Job satisfaction is positively correlated with commitment
					Job satisfaction is important for nurse retention
					Job satisfaction consists of intrinsic and extrinsic dimensions.
					Job satisfaction is multidimensional

13	Febrian et al., 2023	Nurse at XYZ Hospital	Quantitative	Organizational commitment, OCB, performance	OCB mediates the effect of commitment on performance	OCB strengthens the relationship between commitment and performance.
14	Al-Oweidat et al., 2023	Nurse at Jordanian government hospital	Cross-sectional	Emotional intelligence, organizational commitment	Emotional intelligence is positively related to commitment	Strengthening soft skills increases nurses' commitment
15	Wang et al., 2022	Shenzhen health workers	Cross-sectional	Job satisfaction, commitment, burnout, performance	Burnout reduces performance despite high satisfaction	Burnout prevention is important to maintain service quality.

Based on assessments using the JBI and simplified versions of CASP, the majority of articles were of moderate to good methodological quality. Key limitations include the *cross-sectional design*, which precludes causal inference, the use of self-report questionnaires, which can potentially introduce information bias, and limited generalizability due to the single-institutional context. However, overall, the articles were deemed suitable for synthesis.

Discussion

The results of the synthesis of the 15 included articles showed a consistent pattern of relationships between job satisfaction, organizational commitment, and the quality of nursing services, despite variations in context and research design. Of the total studies, eleven studies with a cross-sectional quantitative design reported that job satisfaction had a positive and significant relationship with nurses' organizational commitment. Job satisfaction in these studies was mainly influenced by work environment factors, management support,

organizational justice, and reward systems, which together formed nurses' emotional attachment to the hospital where they worked.

A total of nine studies showed that organizational commitment plays an important role as a predictor of nurse performance and extra-role work behavior such as Organizational Citizenship Behavior (OCB). These findings are reported in both public and private hospital contexts, and across multiple countries, including Indonesia, Malaysia, Ethiopia, Jordan, and China. Affective commitment is consistently reported as the dimension that most strongly influences positive work behavior and service quality compared to normative and continuance commitment.

In addition to the direct relationship, six studies identified the role of mediating variables in strengthening the relationship between job satisfaction, organizational commitment, and performance outcomes. The most frequently reported mediating variables are work motivation, employee well-being, and Organizational Citizenship Behavior. Studies using the Structural Equation

Modeling (SEM) approach show that job satisfaction and organizational commitment do not always have a direct impact on performance, but work through more complex psychosocial mechanisms, such as increasing intrinsic motivation and emotional well-being of nurses.

However, only four of the fifteen studies explicitly considered nursing service quality as the primary outcome variable. Most studies used nurse performance, OCB, or job satisfaction as the dependent variables, while treating service quality as an indirect implication. This shows that although the relationship between psychosocial factors and nurses' work behavior has been widely studied, empirical evidence directly linking job satisfaction and organizational commitment to the quality of nursing services is still relatively limited.

In addition to the limited focus on outcomes, the results of the literature review also show that there is quite a high level of methodological heterogeneity. Variations are seen in research design, sample size, measurement instruments for job satisfaction and organizational commitment, and data analysis approaches. The dominance of cross-sectional designs limits the ability of these studies to explain the causal relationship and long-term dynamics between job satisfaction, organizational commitment, and the quality of nursing services. Based on the results of the literature review, several research gaps were identified: (1) the dominance of *cross-sectional designs* so that the causal relationship cannot be explained strongly;

Conclusion

This literature review shows that job satisfaction and organizational commitment are key psychosocial

factors contributing to the quality of nursing care in hospitals. Nurse job satisfaction, which is influenced by the work environment, management support, and organizational justice, has been shown to play a significant role in shaping organizational commitment, particularly affective commitment. Nurses who have high levels of satisfaction and organizational commitment tend to show better performance, positive work behaviors such as Organizational Citizenship Behavior (OCB), and consistency in providing nursing care according to service standards.

Findings from across country contexts and hospital types indicate a relatively consistent pattern of relationships between job satisfaction, organizational commitment, and nurse work outcomes. However, most studies still place performance and OCB as the main outcome variables, while the quality of nursing services is often treated as an indirect implication. In addition, the dominance of cross-sectional designs and variations in measurement instruments limit understanding of causal mechanisms and long-term dynamics of relationships between variables.

Based on the results of this review, further research is needed that explicitly positions nursing service quality as the primary variable, uses a longitudinal design or a more comprehensive analytical model, and considers the role of mediating and moderating variables. The findings of this literature review emphasize the importance of hospital management interventions focused on increasing job satisfaction and strengthening organizational commitment as a sustainable strategy for improving nursing service quality.

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