

NURSES' ENGAGEMENT AND ORGANIZATIONAL COMMITMENT: THE ROLE OF JOB ATTITUDES TO THEIR JOB ROLE AND INTENTIONS TO STAY

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Abstract: The main purpose is to assess the level of organizational commitment of hospital nurses in terms of their job role and level of engagement. In the study, the factor analysis of the engagement variable is applied. In addition, the scoring method is used to evaluate the variable of job satisfaction, in which nurses' attitudes towards their job role were assessed. Next, the variable of sustainability is utilized to assess hospital nurses' intentions to stay. The first variable examined was job satisfaction to assess nurses' attitudes toward their job role. It has been found that hospital nurses see their work as a mission. The results of the study show that the mean score is the highest in nurses' professional pride in their work. Factor analysis identified 3 main work engagement subfactors in hospital nurses. Factor 1 contains the variables as follows: At my work, I feel bursting with energy; At my job, I feel strong and vigorous; I am enthusiastic about my job; When I get up in the morning, I feel like going to work. Factor 2: I get carried away when I'm working; It is difficult to detach myself from my job. Factor 3: At my work I always persevere, even when things do not go well. The variable of sustainability reveals that hospital nurses have developed a strong organizational commitment to their hospital. The analysis has also revealed turnover considerations of hospital nurses. It was found that nurses are considering leaving their current job and/or working abroad. Despite the high engagement of nurses, it is essential to identify and understand the factors that may enhance retention of nurses in hospital settings.

Keywords: job satisfaction, work engagement, sustainability, organizational commitment

1 Introduction

Recently, the factor of job engagement representing the individual aspect of nurses' work and affecting the quality of nursing services has emerged (Kim & Seo, 2021). Work engagement is a positive and fulfilling work-related mental state characterized by energy, dedication, and absorption. Nurses with high levels of energy and work engagement exhibit superior performance and enhanced well-being (Mahiro et al., 2014; Mukaihata et al., 2020; Yue et al., 2024; Ren et al., 2024). In general, engaged employees have high energy levels and better mental health (Kato et al., 2023). Work engagement is seen as the positive antipode of job burnout, with burnout turning energy into exhaustion, involvement into cynicism, and efficacy into ineffectiveness (Schaufeli & Bakker, 2004; Shahpouri et al., 2016). Work engagement is crucial to achieve effective and efficient healthcare delivery, and nurses, as the backbone of the healthcare system, play an important role in ensuring this (Cabrera-Aguilar et al., 2023). Work engagement is defined as a stable and positive emotional activation state of employees including three dimensions of vigor, dedication and absorption. Individual characteristics such as emotional intelligence and achievement striving are considered to be antecedent variables that affect nurses' work involvement and attitudes towards work (Zhang et al., 2018). Work engagement in nursing is a focused, engaging, and dynamic nursing practice that stems from an environment of autonomy and trust and leads to safer, more cost-effective patient outcomes (Zhou et al., 2023). To solve the problem of the lingering shortage of nurses, it may be effective to increase nurses' work engagement. (Hara et al., 2023). Relational leadership practices should be encouraged and supported by hospitals and medical facilities to enhance nursing job satisfaction, retention, and individual productivity. Supportive leadership and management styles can improve nurses' job satisfaction, organizational commitment, and intent to stay in their position (Sulosaari et al., 2023). Understanding different patterns of work engagement in frontline nurses can help nursing managers provide emotional, material and organizational support based on the features of each latent

profile, which may improve the quality of care (Yin et al., 2022). Organisational Commitment is the emotional link between the employee and their organisation (Christopher et al., 2018). Organisational Commitment is also considered as a predictor that reduces a worker's voluntary turnover intention (Arslan Yürümezoğlu et al., 2019).

Nurses' attitudes towards their job role are closely linked to professionalism which refers expertise, knowledge, qualifications, attitudes, and behaviors in line with professional standards which should be possessed by all individuals responsible for performing the roles and responsibilities of a particular profession (Gönel & Sezgin, 2023). The relationship between professional identity and work engagement indicates that professional identity can increase work engagement of nurses (Zhang, et al., 2022). Factors affecting job attitudes include support from co-workers, workload, access to material resources, access to information, patient rapport and nurses' personal resilience (Adynski et al., 2022). Workplace belonging refers to the sense of connection, acceptance, and inclusion that individuals experience within their work environment. Affective commitment, on the other hand, reflects an employee's emotional attachment and identification with their organization, leading to greater loyalty and engagement. Both factors are crucial to promote a positive organizational environment (Saleh et al., 2024). An employee exemplifying vigor, dedication, and absorption demonstrates high energy levels, mental resilience, and a commitment to exerting an effort at work, while also being deeply engaged and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. A work-engaged employee is also characterized by complete concentration and a joyful immersion in their job, resulting in the rapid passage of time and difficulty in disengaging from tasks (Moisoglou, et al., 2025). The effective utilization of the nursing taskforce, among other healthcare professionals, can bring sustainable and competitive advantages to the organization. An important way in which such utilization of human resources could be delivered is by engaging them in their work. In this context, an integrative review pointed out that healthcare bodies should offer working conditions that nurture work engagement to ensure that nurses remain engaged in their work (Alkorashy & Alanazi, 2023). In addition, it has been found that engaged employees have less job stress and depression than nonengaged employees and that a high level of work engagement can enhance nurses' job performance, job satisfaction, and emotional health and reduce turnover intention (Wang et al., 2021; Ren et al., 2024). Deficiencies in the working conditions of health- and social care have weakened the sector's attraction and retention. Demand for a future health- and social care workforce may fuel global competition for skilled professionals requiring change and effort from organisations and management to retain current employees (Kuha et al., 2024). Components of job satisfaction associated with turnover intention involving many aspects and those frequently assessed include income, supervisors, colleagues, organizational factors and work environment (Zhang et al., 2018). Factors related to the work environment rather than individual or demographic factors are still of most importance to nurses' turnover intentions (Coomber & Louise Barriball, 2007). Given the high turnover rate of the nursing occupation, meaningful work may be the very reason why many nurses choose to stay in health care (Meng et al., 2023). Nurse turnover is one of the major reasons for the global nurse shortage. Thus, turnover intention is a strong predictor of actual turnover (Feng et al., 2017). Retention of healthcare staff in an organization helps to maintain the quality of care and it protects the financial balance of overall costs of healthcare services. Turnover may be due to the individual characteristics of the nurses and organizational reasons (Alan et al., 2022). Nurses' organizational turnover intention or professional turnover intention can be interpreted as a reaction to the negative aspects of the organization and/or the profession. For example, in nursing, the

process starts with nurses leaving the clinical unit, then the organization, and finally the profession (Arslan Yürümezoğlu et al., 2019).

2 Materials and methods

Research goal: The main purpose is to assess the level of organizational commitment of hospital nurses in terms of their job role and level of engagement.

Partial goals and tasks:

1. to analyse papers from Web of Science and Scopus databases;
2. to identify variables and research methods;
3. to analyse relationships and measure variables - job satisfaction (nurses' attitudes towards their job role), nurses' engagement and sustainability;
4. to evaluate results.

Methods applied:

The Kaiser-Meyer-Olkin Measure and Bartlett's Test are used to assess the suitability of the data for factor analysis. KMO values range from 0 to 1, with higher values indicating better fit of the data for factor analysis. A significant Bartlett's test value (usually $p < 0.05$) indicates that the variables are sufficiently correlated, and it is justifiable to perform factor analysis.

Factor analysis is a multivariate statistical method designed to analyse correlations among many observed variables. Factor analysis explains the level of engagement factors that have an impact on nurses.

The scoring method and the calculation of the mean score represent a quantitative procedure used to objectify and standardize the evaluation of a larger number of variables. Likert scale variables are assigned points, an average score is calculated and ranking of importance is determined based on the results of the average score. This approach was applied to assess the variables of job satisfaction (nurses' attitudes towards their job role) and sustainability.

3 Results

The research section interprets the findings from the questionnaire survey. The survey sample consists of a total of 500 respondents (hospital nurses). Of these, 94.2% are female and 5.8% are male. Their average age is 49.8 years. The subject of the study are hospital nurses and their attitudes towards work, level of work engagement and intentions to stay in their current job are examined.

Table 1: The role of hospital nurses to their job role

Variables	Average score	Ranking
Sometimes I feel that my work is meaningless	2.93	3
I enjoy my work	3.93	2
I'm proud of my job	3.96	1

Source: Elaborated by the authors in Excel, 2025

To analyse job satisfaction, 3 variables were selected. The three variables are related to nurses' job attitudes, and thus to the level of organizational commitment and sustainability (Zhang, et al., 2022; Saleh et al., 2024). The scoring results showed that nurses are generally satisfied with their career choice, as evidenced by the high mean scores for the statements "I enjoy my job" and "I am proud of my job". Lower mean score, however, was received for the statement "Sometimes I feel that my work is not meaningful". 38.8% nurses agree they sometimes feel their job is not meaningful.

Before performing factor analysis, KMO test and Bartle's test of sphericity to check the appropriateness of the variables were used. The test values were appropriate to apply factor analysis.

Table 2. KMO & Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.924
Bartlett's Test of Sphericity	Approx. Chi-Square	3705.01
	df	136
	Sig.	0.000

Source: Elaborated by the authors in Statistica, 2025

3 factors of hospital nurses' engagement were extracted performing principal component extraction. To determine the number of common explanatory factors underlying the model, an eigenvalue correlation matrix was implemented. Based on the Kaiser criterion (R), the eigenvalue must be greater than one. Based on the correlation matrix of the dataset with 17 variables (engagement), three common factors that cumulatively explain 56.29% of the total variance were extracted through principal component factor extraction – Table 3.

Table 3. Correlation matrix – Kaiser criterion (R)

Values	Eigenvalues Extraction: Principal Component			
	Eigenvalue	% total variance	Cumul. eigenvalue	Cumul. %
1	6.959056	40.93562	6.959056	40.93562
2	1.455399	8.56117	8.414455	49.49680
3	1.156018	6.80010	9.570473	56.29690

Source: Elaborated by the authors in Statistica, 2025

UWES 17 standardized questionnaire was employed to analyse the level of engagement of hospital nurses. Table 4 identifies the variables that were subjected to factor analysis.

Table 4. Identification of variables: Engagement (UWES 17)

Variable 1	At my work, I feel bursting with energy.
Variable 2	I find the work that I do full of meaning and purpose.
Variable 3	Time flies when I'm working.
Variable 4	At my job, I feel strong and vigorous.
Variable 5	I am enthusiastic about my job.
Variable 6	When I am working, I forget everything else around me.
Variable 7	My job inspires me.
Variable 8	When I get up in the morning, I feel like going to work.
Variable 9	I feel happy when I am working intensely.
Variable 10	I am proud of the work that I do.
Variable 11	I am immersed in my work.
Variable 12	I can continue working for very long periods at a time.
Variable 13	To me, my job is challenging.
Variable 14	I get carried away when I'm working.
Variable 15	At my job, I am very resilient, mentally.
Variable 16	It is difficult to detach myself from my job.
Variable 17	At my work I always persevere, even when things do not go well.

Source: Elaborated by the authors in Excel, 2025

Table 5 extracts the 3 main factors that determine the level of nurses' engagement. Factor loadings - Vearimax normalized; The highlighted loadings are significant in factor analysis if the values are greater than > 0.700000 .

Table 5. Factor loadings

Variable	Factor 1	Factor 2	Factor 3
Variable 1	0.834562	0.028554	0.073303

Variable 2	0.667495	0.184334	0.377582
Variable 3	0.257796	0.220009	0.393131
Variable 4	0.799416	0.134839	0.107328
Variable 5	0.702169	0.256469	0.264125
Variable 6	0.202180	0.598912	0.114810
Variable 7	0.669964	0.371838	0.238679
Variable 8	0.742607	0.184833	0.085008
Variable 9	0.658495	0.324306	0.191555
Variable 10	0.552678	0.232809	0.423198
Variable 11	0.312076	0.439613	0.534030
Variable 12	0.201579	0.496135	0.425692
Variable 13	0.431337	0.523100	0.324435
Variable 14	0.287916	0.706612	0.053155
Variable 15	0.237326	-0.048876	0.650446
Variable 16	0.013768	0.738956	0.039624
Variable 17	-0.008236	0.125082	0.822125
Total variance	4.584424	2.634087	2.351962
% total	0.269672	0.154946	0.138351

Source: Elaborated by the authors in Statistica, 2025

Factor 1 (Vigour) contains the highest number of extracted variables: At my work, I feel bursting with energy (0.834562); At my job, I feel strong and vigorous (0.799416); I am enthusiastic about my job (0.702169); When I get up in the morning, I feel like going to work (0.742607). The results of factor rotation show that factor 1 accounts for 4.584424 of the total variance explaining 26.96% for the 17 variables. Factor 2 (Absorption) contains two main variables, such as I get carried away when I'm working (0.706612); It is difficult to detach myself from my job. (0.738956). Factor rotation results indicate factor 2 accounting for 2.634087 of the total variance explaining 15.49% for the 17 variables. Factor 3 (Perseverance) contains the following variable: At my work I always persevere, even when things do not go well (0.822125). The results of factor rotation show that factor 3 accounts for 2.351962 of the total variance explaining 13.83% for the 17 variables. Vigor means high levels of energy and mental resilience during work. Dedication refers to a sense of significance, enthusiasm, and pride. Absorption means complete concentration in one's work (Kato et al., 2023).

Table 6. Nurses' intentions to stay (level of organizational commitment)

Variables	Average score	Ranking
Changing jobs is not the key problem	3.35	1
I tell my friends that this hospital is a great place to work.	2.69	2
I want to leave my current workplace for an outpatient clinic within a year.	2.23	3
I want to change my health care field (pharmacy, nursing) within a year.	1.936	5
In the future I want to work abroad.	2.112	4

Source: Elaborated by the authors in Excel, 2025

Hospital nurses are quite satisfied with their employer's choice. The variables with the highest mean and point scores include "Changing jobs is not a key problem" (3.35) and "I tell my friends that this hospital is a great place to work" (2.69). The results indicate that nurses are relatively sustainable, although in some cases they are thinking about changing their workplace or labour migration. In this case, the importance of the link among the attitude towards the job role, work engagement and sustainability can be underscored.

Despite relatively positive results regarding sustainability of hospital nurses, other research findings suggest that 10% of hospital nurses are thinking about changing their workplace by moving to outpatient clinics and 13% of respondents are considering labour migration.

The findings give a warning as nurses aged 44 to 60 years are mainly thinking about changing their hospital job for an outpatient clinic. Mainly nurses under 30 years of age are considering labour migration. Thinking about leaving their hospital jobs might have resulted from excessive workload in the hospital, and leaving for outpatient clinics could partly solve the problem of nurses aged 44-60. Nurses under the age of 30 need to be paid special attention. Their decisions on and attitudes towards labour migration may significantly impact the health sector in the future in terms of lowering interest among young people in studying nursing and increasing interest in seeking new job opportunities abroad.

4 Discussion

Meaningful work is the subjective experience in which one can understand and realize the significance of one's work and have a sense of purpose from work, which widely exists in many occupations while varies in its levels among individuals (Meng et al., 2023). The analysis revealed a comprehensive interaction among job attitudes, work engagement and sustainability. The results of the scoring method indicate nurses' general satisfaction with their choice of occupation (professional identity), as demonstrated in high mean scores for statements on job enjoyment and professional pride. A significant share of nurses (38.8%) expressed feeling a lack of meaningfulness in their work, suggesting potential risks to their long-term motivation and commitment. Zhang et al. (2023) maintain professional identity be formed as an individual's perception of his or her own profession, including the recognition of its value and the development of personal competencies. When a person recognizes the value of his or her work and develops his or her competencies, he or she feels more engaged and motivated. Adynski et al. (2022) found that nurses' job attitudes affect their ability to do their jobs well. Positive work attitudes increase work efficiency, while negative attitudes do the contrary. The findings support investment in factors to promote positive nurse attitudes and job performance such as a healthy work environment and self-efficacy.

Factor analysis extracted three key dimensions of work engagement: vigour, absorption and dedication. Vigour, characterized by high levels of energy and mental resilience, explains most of the variability in the data. Absorption defined as being focused on one's work, and high level of energy and mental resilience to the work and persevering even in the face of difficulties also contribute greatly to overall work engagement of nurses. Tang et al. (2022) highlight the important relationship between organisational commitment and work engagement among nurses. The result of the study by Cao et al. (2019) conclude that employees with high level of organizational commitment had a strong belief and acceptance of the organization's goals and values and were willing to make considerable efforts and sacrifice to their organization. The findings by Orgambidez et al. (2019) give empirical support to the Job Demands-Resources Model, which raises the mediating role of work engagement between self-efficacy (personal resource) and affective organizational commitment.

Despite general satisfaction with employer choice and positive perceptions of the hospital as a workplace, the analysis revealed worrying trends in staff sustainability. Large share of hospital nurses are thinking about leaving for outpatient clinics (10%) or leaving to work abroad (13%). This phenomenon is particularly pronounced in two age groups: nurses aged 44-60 who are thinking of changing their job in a hospital for a job in outpatient clinics due to excessive workload, and nurses under 30 who are interested in a job abroad. Tussing et al. (2024) argue that recruitment, onboarding, and retention strategies of the youngest working generation, Generation Z, need to be personalized,

digitally based, and aligned with their lifestyle choices. The issue of nurse sustainability is also examined by (Moscelli et al., 2025) who say that retention of skilled workers is essential for labour-intensive organizations like hospitals, where an excessive turnover of doctors and nurses can reduce the quality and quantity of services provided to patients. Similarly, BowenXue et al. (2024) claim that by focusing on measures such as supporting nurses' work engagement, providing resources, creating a positive work environment, offering motivation and recognition, promoting work-life balance, and fostering a sense of participation, nursing turnover rates can be reduced.

5 Conclusion

Despite high levels of positive job attitudes, organisational commitment and work engagement, hospital nurses are thinking about changing their place of work or leaving Slovakia for employment purposes. These findings are a warning sign for the health sector. Experienced nurses leaving to outpatient clinics and the outflow of young talent abroad may lead to a shortage of skilled staff and jeopardise the quality of healthcare provided. It is crucial that healthcare institutions and competent authorities pay close attention to the needs and expectations of nurses, especially in the areas of meaningful work, workload and opportunities for professional development.

Human resource management in hospitals should apply a comprehensive approach to improving working conditions and nurse engagement. A priority is to increase nurses' perception regarding the meaningfulness of their work. Although nurses report high levels of professional pride and satisfaction with their career choice, a large share of them do not perceive their daily activities as meaningful. Therefore, management should implement strategies that would emphasize the value of nurses' work to patients and the entire organization. Nurses should be acknowledged for their work and the positive impact on the patients on a daily basis. In addition, hospitals should organize programmes to promote nurses' work engagement. Moreover, hospital management should invest in schemes to reduce workload, improve work environment and promote work-life balance. It is also crucial to strengthen nurses' self-efficacy through training and competence development as these have a strong effect on their work performance and organisational commitment.

With regard to alarming trends in hospital nurse sustainability, turnover and migration trends are prevalent in younger aged nurses. In contrast, older nurses plan transition from the hospital to outpatient clinics. Therefore, it is crucial to implement focused retention strategies, with a particular emphasis on Age Management. Age management is a strategic approach to human resource management that acknowledges the age diversity within the workforce and adapts working conditions, development opportunities, and motivation strategies to suit different age groups.

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Primary Paper Section: A

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