

# Nurses' Job Satisfaction Dilemma: The Role of Psychological Capital, Team Spirit and Task Significance

Irma Tyasari<sup>a\*</sup>, Talha Imam<sup>b</sup>

<sup>a\*</sup> Universitas Kanjuruhan Malang

<sup>b</sup> University Utara Malaysia

**Abstract:** Employees' satisfaction with their job is crucial in every kind of organization in any industry. More importantly when there is a matter of health, it is critically important to have satisfied employee in health care organizations, i.e. hospitals. Past literature has identified crucial issue of job satisfaction among nurses in Pakistan government hospitals. After considering the urgency and importance of this vital issue, current study measured the relationship between psychological capital, esprit de corps, task significance and job satisfaction among 255 nurses from government hospitals of Hyderabad, Pakistan. Out of 400 distributed questionnaires 260 were collected back which formed 65% response rate. The collected data was analyzed with the help of Smart-PLS 3. Current study results showed that psychological capital, esprit de corps and task significance are positively and significantly predicts job satisfaction. Conclusion and recommendations are further discussed.

**Keywords:** Job Satisfaction, Psychological Capital, Esprit De Corps (Team Spirit), Task Significance.

## 1. Introduction

Individual norms, qualities, desires and job satisfaction are set up through the system and the perspective of the conditions is made out of inward responses (Schneider and Snyder, 1975) job satisfaction is basically portrayed as individuals' feelings towards their work and distinctive perspectives and these verbalizations change from person to person. Research has spread out various factors that can affect job satisfaction, either inward or outward job satisfaction. Jernigan III *et al.* (2002) communicated that the level of job satisfaction will reflect the condition of how much employees have been managed well by the organizations. It may similarly demonstrate the employees' passionate state and feeling of flourishing. The worker job satisfaction level furthermore impacts the working of the organization in general. A high productive worker in like manner reflects a positive limit of the organization and vice versa. Additionally, various distinctive components impacts on job satisfaction of workers. Job satisfaction reveals the condition of the level to which how organizations and administration treats its workers (Jernigan III *et al.*, 2002).

Currently, job dissatisfaction is an issue among hospital employees in the healthcare zone (Aronson, 2005). Basically in Pakistan, Khaliq *et al.* (2011) and Lee M. B. and Saeed (2001) coordinated examinations and reported low job satisfaction among the nursing staff. In same year Bahalkani *et al.* (2011) and Sultana *et al.* (2011) moreover raised the issue of nursing and their lower levels of job satisfaction. Additionally they moreover asserted 86% respondents (nurses) as frustrated with their work and greater part of them lacking self-rule, work clearness, and undertaking noticeable quality. Starting late, Ansari *et al.* (2015) concluded in an examination on government doctor's facilities that nursing staff was baffled with their work.

Parallel to this, Hamid *et al.* (2014) drove comparative examination in both private and government healthcare facilities whereby they found healthcare nurses feeling debilitated with their supervisor and disappointed with their occupations. In addition, there is confirming that workplace cause job dissatisfaction in restorative medical attendants Ali and Wajidi (2013). As demonstrated by Somani (2012) and Laschinger and Fida (2014) nursing staff in public hospital have high work pressure, work over-load, and less business clarity which all in all result in their disappointment with their activity. These

affirmations show that job dissatisfaction exist in the public hospitals of Pakistan and need critical examination for the prompt arrangement.

## **2. Literature Review**

### **2.1. Psychological Capital and Job Satisfaction**

The literature supports the relationship between psychological capital and job satisfaction. Empirically psychological capital has been found positively related to job satisfaction [Lee D. S. and Choi \(2010\)](#); [Luthans et al. \(2007\)](#). In one of the real investigations on workers' psychological capital and job satisfaction, [Luthans et al., 2005](#); [Luthans et al., 2006](#)) noticed that representatives' psychological capital prompts more noteworthy satisfaction and execution through a steady hierarchical atmosphere. They likewise noticed that among the components of workers' psychological capital, strength most fundamentally influences execution since it causes people to defeat disappointment and gives them an expanded open door for development. Additionally, [Lee D. S. and Choi \(2010\)](#) included that the psychological capital has positive huge impact upon workers' subjective performance, similar to an ascent in job satisfaction through representatives' psychological capital. In a comparable setting, [Brief and George \(1995\)](#) specified that the psychological capital, blended by a positive air or mental inclination, prompts an expansion in satisfaction with job. Thus, [Wright et al. \(2007\)](#) concluded that the workers' psychological capital is solid in state-based affinity, consequently being probably going to assume an essential part in evoking positive job satisfaction and job execution.

Having investigated sub-factors of psychological capital and job satisfaction, [Peterson and Luthans \(2003\)](#) confirmed that workers' expectation was fundamentally and decidedly influenced by job satisfaction and execution, while [Luthans et al. \(2007\)](#) expressed that more prominent expectation and idealism as sub-factor of psychological capital prompt higher satisfaction in work circumstances. Additionally, [Duggleby et al. \(2009\)](#) found that expectation is an essential idea in the work life, and representatives' expectation was firmly identified with job satisfaction. Also, [Kluemper et al. \(2009\)](#) noticed that perceiving idealism prompt more prominent satisfaction, responsibility and execution of worker job. [Lai and Chen \(2012\)](#) recommended that representative who has high self-efficacy will anticipate being superior to different associates; [Kaplan and Biçkes \(2013\)](#) said that the versatility and optimism positively influence job satisfaction.

Moreover, [Larrabee et al. \(2010\)](#) watched representatives who had the abilities to astutely adapt to an upsetting circumstance, as such, those with amazing versatility, were happy with their jobs and, therefore, needed to remain in their organization; [Cetin \(2011\)](#) said that workers' job satisfaction has a positive link with the strength, expectation and confidence measurements of the psychological capital. Moreover, [Jung and Yoon \(2015\)](#) found in their study that hope and optimism have a significant effect job satisfaction, whereas self-efficacy and resilience has no any significant effect on job satisfaction. Literature has empirically shown the relationship between psychological capital and job satisfaction, however; the variation in results among different studies has been noted. Hence, this study proposes the hypothesis of the relationship between psychological capital and job satisfaction in order to further justify the relationship.

Hypothesis 6: Psychological capital is positively related with job satisfaction.

### **2.2. Esprit de corps (team spirit) and Job satisfaction**

According to [Hackman and Oldham \(1976\)](#) work attributes theory that activity qualities and task can on a very basic level increase job satisfaction. In the practically identical concern, Esprit de corps which is seen as that conclusion of group of people or gathering to coordinate in the association and constructive tendency for each other that expands job satisfaction. [Jones and James \(1979\)](#) communicated that esprit de corps influences collaborating in a way that individuals see pride being in a group, they feel greater in condition where they can without much of a stretch impart to each other to tackle dire issues. These social relations among delegates help in pushing thus, growing satisfaction levels of particular job. As showed by [Boyt et al. \(2005\)](#) and [Boyt et al. \(2001\)](#), Esprit de corps (EDC) is the power and significance of feelings which brings job satisfaction and energizes bolster among a team colleagues

Esprit de corps as such is a working atmosphere of a group whereby individuals affect each other and comprehend work issues as a group [Jaworski and Kohli \(1993\)](#); [Boyt et al. \(2005\)](#), to serve the more broad hierarchical targets. In the wake of looking into the concerned writing, it can be presumed that solidarity and condition develops employees` satisfaction yet, the outcomes are blended. [Elçi and Alpan \(2009\)](#) coordinated examination in media transmission part in turkey. Results demonstrated that cooperation has constructive outcome on work satisfaction. Furthermore [Boyt et al. \(2001\)](#) found positive

association between Esprit de corps and work satisfaction. In addition, Esprit de corps and job satisfaction has positive association and the relationship expands gather execution to advancement great picture of the association (Nafei, 2015).

Regardless, some writing demonstrated blend comes about Esprit de corps and work satisfaction. According to Hwang and Chang (2009) think about in the general population segment of Korea, Esprit de corps has negative effect at work states of mind of delegates. Study drove in Pakistan inferred that Esprit de corps has no impact on work satisfaction and representatives of the concerned association needed to do work alone (Tirmizi and Shah, 2009). It can be seen in the past writing that connection between esprit de corps and jobs satisfaction has changed outcomes. Subsequently, this examination proposes following speculation to additionally inspect this imperative relationship.

H1: Esprit de corps (team spirit) is positively related with Job satisfaction.

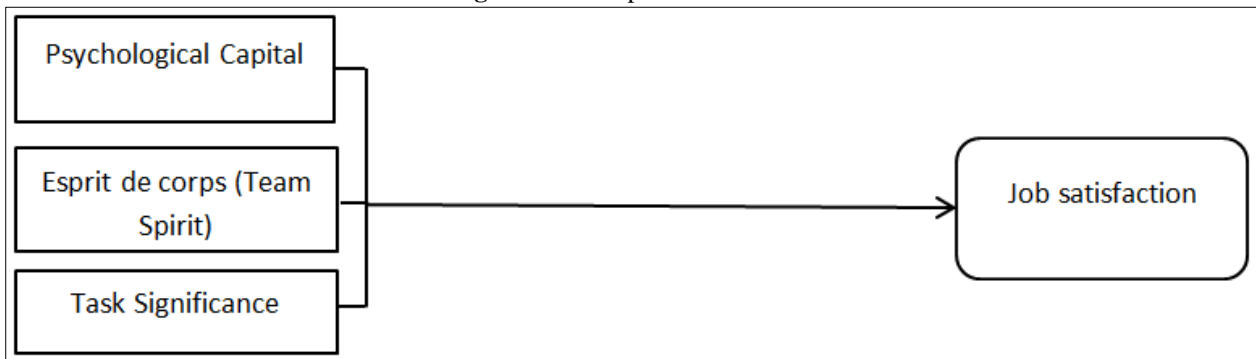
### 2.3. Task significance and Job satisfaction

In order to examine job satisfaction, past studies have likewise laid out the importance of task significance. Task significance is a measure of effect that decides a degree to which a worker's quantifiable and identifiable task influences tasks of different other employees inside or outside their organization. It demonstrates how one piece of worker task identifies with other work pieces that are either done or in progress. Task significance has vital role especially with regards to cultivating individual commitment to help organizational objective accomplishment (Katz, 1978). At the point when representatives see the task to be imperative and its outcomes as noteworthy for the prosperity of others or the organization, at that point they express higher satisfaction with the occupations Grant (2008).

In addition, Study led by Brannon *et al.* (1988) has featured significance of task significance in the healthcare sector. As needs be, Ting (1997) directed research in USA and discovered task significance positively connected with job satisfaction. Researchers have prescribed that representatives who feel that their work has worth and incentive to achieve organizational task are conceivably to acquire job satisfaction. Chen (2008) Likewise detailed comparable outcomes in regards to task significance and job satisfaction relationship. Farn *et al.* (1993) Have contended that task significance and job satisfaction have a positive relation. Different analysts demonstrated that task significance is most vital predictor of satisfaction Campion *et al.* (1993); Brannon *et al.* (1988). Along these lines the accompanying hypothesis was proposed.

H6: task significance is positive related with Job Satisfaction.

Figure 1. Conceptual framework



Source: Researcher compilation of literature

## 3. Methodology

### 3.1. Sample and Data Collection Procedure

In this study, doctors from public hospitals in Hyderabad, Sindh were considered as population of the study. Survey method with the help of questionnaires data was collected. In this study convenient sampling was used and the sample included 255 nurses from different public hospitals of Hyderabad, Pakistan.

In order to get the adequate response rate, 400 questionnaires were distributed personally by visiting each hospital in Hyderabad, Pakistan. 260 questionnaires were collected back, which showed 65% response rate.

### 3.2. Measurement Scale

Current study used Job satisfaction, psychological capital, Esprit de corps and task significance as uni-dimensional constructs. Job satisfaction refers to the employees' satisfaction with the job internally and externally (Lynch Jr *et al.*, 2005). Job satisfaction, i.e. intrinsic satisfaction and extrinsic satisfaction will be measured by a total of 6 items of job satisfaction scale adapted by Lynch Jr., Plant and Ryan (2005). Psychological capital scale by Luthans *et al.* (2007) was adapted. Esprit de corps (team spirit) scale by Ritchie *et al.* (2006) was adapted and to measure task significance, scale by Hackman and Oldham (1975) was adapted. The scales were found reliable with the alpha values of 0.91, 0.87 and 0.90 respectively. All the responses were measured on a five-point Likert type scale (1 = Strongly Disagree; 2 = Disagree; 3 = Neither agree nor disagree (Neutral); 4 = Agree; 5 = Strongly Agree).

### 3.3. Data Analysis

Partial least square (PLS) is a multivariate investigating measurable apparatus which can look at the connection between the needy variable and at least one or more endogenous factors (Ringle *et al.*, 2015). The upside of PLS-SEM (Structural Equation Model) is that it can be utilized when there are issues with information, for example, the example measure is little; the information isn't ordinarily dispersed (Hair *et al.*, 2012). PLS tool has capacity to test the external model and the auxiliary model (internal model) at the same time. Estimation display is utilized to decide the connection between the observed factors (examine instrument) with inactive factors to test the legitimacy and dependability and auxiliary model is utilized to decide the connection between the factors to test the causality influence.

## 4. Results

This section of the study shows the results for demographic variables, reliability and validity results, measurement model and hypotheses results through structural model. Table 2 shows that in current study number of male respondents were 63.2% and female respondents were 36.8%. Moreover, age of respondents were as follows, 20 – 29 years old (44.7%), 30 – 39 years old (24.1%), 40 – 49 years old (22.2%) and 50 – 59 years old (5.5%). Majority of the respondents 41.5% were working for 7 – 9 years, 31.6% respondents were working for 4 – 6 years, 15% were working for 1 – 3 years while 11.5% were working for more than 9 years with their hospital.

Table 1. Demographic profile

	Frequency	Percentage
<b>Age</b>		
Less than 20 years	14	5.5%
20 - 29	113	44.7%
30 - 39	61	24.1%
40 - 49	51	22.2%
50-59	14	5.5%
60 and above	0	0
<b>Gender</b>		
Male	160	63.2%
Female	93	36.8%
<b>Working experience</b>		
Less than 1 year	1	0.4%
1 – 3	38	15.0%
4 –6	80	31.6%
7 – 9	105	41.5%
More than 9 years	29	11.5%

Source: Data collection

### 4.1. Measurement Model Results

Further data analysis was performed using software Smart PLS 3.0. Initially, evaluation of the measurement model (outer model) was performed to determine the reliability and validity of the research model. Validity tests consisting of convergent validity and discriminant validity were performed. Validity was viewed on the score of average variance extracted (AVE), and the outer loadings of the model (Abdillah and Hartono, 2015).

According to Hair *et al.* (2012) composite reliability of a study should fall between 0 and 1, however; it should not be lower than 0.60. Moreover, to test the convergent validity of a study the AVE value should be  $\geq 0.50$  (Hair *et al.*, 2012). As it can be seen in Table 3, the CR values are ranging in between 0.946 and 0.979 and AVE values fall between 0.553 and 0.727. Hence, it can be concluded that current study model is sufficiently reliable and convergent validity has been confirmed.

**Table 2.** Outer loadings, Composite reliability and AVE

Latent Constructs and Indicators	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<b>Job Satisfaction</b>		0.938	0.946	0.620
JS1	0.812			
JS2	0.725			
JS3	0.834			
JS4	0.848			
JS5	0.795			
JS6	0.875			
JS7	0.746			
JS8	0.872			
JS9	0.935			
JS10	0.756			
JS11	0.710			
<b>Psychological Capital</b>		0.915	0.885	0.593
PC1	0.6562			
PC2	0.7144			
PC3	0.7396			
PC4	0.7565			
PC5	0.685			
PC6	0.8172			
PC7	0.7882			
PC8	0.7778			
PC10	0.6562			
PC11	0.7144			
PC12	0.7396			
PC15	0.7565			
PC17	0.685			
PC18	0.8172			
PC19	0.7882			
<b>Esprit de corps</b>		0.978	0.965	0.742
EDC1	0.6622			
EDC2	0.9844			
EDC3	0.9844			
EDC4	0.6622			
<b>Task significance</b>		0.864	0.813	0.625
TS1	0.9407			
TS2	0.9844			
TS3	0.6694			
TS4	0.9407			

Source: Smart PLS 3.0

Table 3 shows the discriminant validity results. Discriminant validity is explained with the extent to which one construct differs from another construct. If two constructs are theoretically different, their measures must not be related to each other (Hair *et al.*, 2012). In order to confirm the discriminant validity Fornell-Larcker Criterion test was applied. According to (Hair *et al.*, 2012) the square root of AVE for each construct should be greater than the highest correlation of that construct with other constructs. In current study, the square root of AVE shown in bold is greater than the correlation of the construct with other constructs. Hence, there is no problem with discriminant validity in current study.

**Table 3.** Fornell-Larcker Criterion

	ER	PC	POP	
Job Satisfaction (JS)	<b>0.787</b>			
Psychological Capital (PC)	0.564	<b>0.770</b>		
Esprit de Corps (EDC)	0.521	0.548	<b>0.861</b>	
Task Significance (TS)	0.513	0.415	0.354	<b>0.790</b>

Source: Smart PLS 3.0

**HTMT**

Due to the arguments and criticism on traditional Fornell-Larcker Criterion and outer loadings to establish discriminant validity (Henseler *et al.*, 2015), Current study applied Hetro-trait Mono-trait ratio to establish discriminant validity. Table 4 showed that all the values are lower than 0.90 thresholds (Gold *et al.*, 2001). Hence discriminant validity has been established.

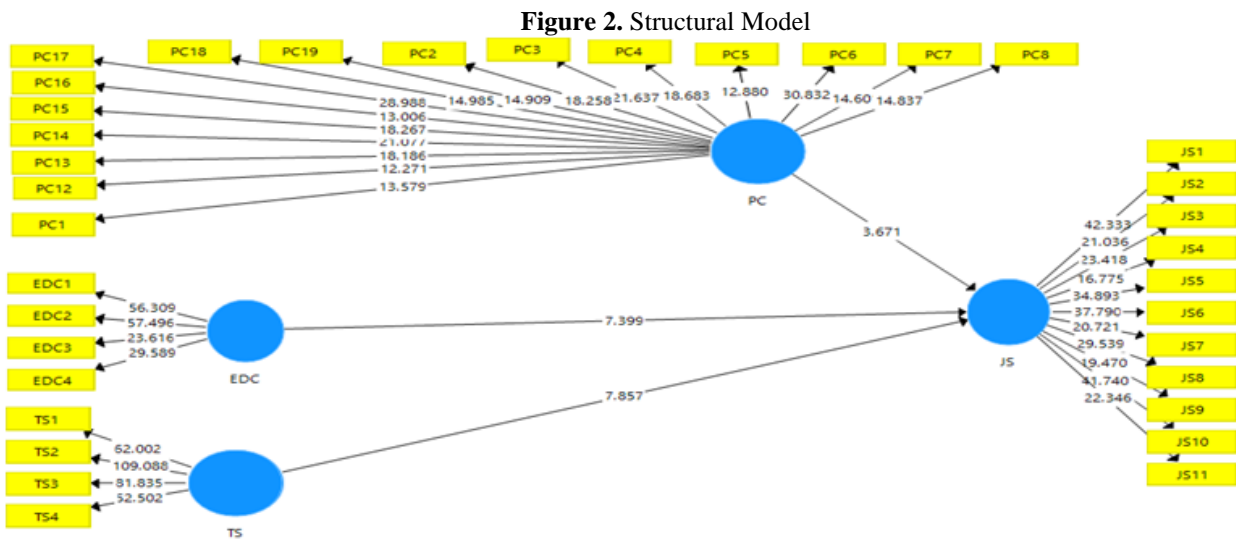
**Table 4.** HTMT Ratio

	JS	PC	EDC	TS
JS				
PC	0.578			
EDC	0.148	0.130		
TS	0.660	0.571	0.130	

Source: Smart PLS 3.0

**5. Structural Model Results**

In order to estimate the structural model, a bootstrapping method (Preacher & Hayes, 2008) was applied. Current sample was bootstrapped with 500 sub-samples to generate the relationship t-value. Figure 2 shows the relationship between perceived organizational politics, psychological capital and employee retention.



Source: Structural Path Model (Smart PLS 3.0)

Hypotheses results are shown in Figure 2, Table 5. According to the structural model results, perceived organizational politics and employee retention has insignificant negative relationship ( $\beta=-0.088$ ,  $t=1.014$ ). Hence, H1 was not supported.

**Table 5.** Hypotheses Results

Relationship	Beta Value	Standard Error	t-Value	Decision
PC > JS	0.345	0.076	3.671	Supported
EDC > JS	0.279	0.068	7.399	Supported
TS > JS	0.401	0.047	7.857	Supported

Source: Smart PLS 3.0

## 6. Discussion

The purpose of this study was to examine the relationship between Esprit de corps, task significance, psychological capital and job satisfaction, Table 5 shows that all variables psychological capital, esprit de corps, and task significance were supported and significant in relationship with job satisfaction amongst nurses. Hypothesis 1 was justified with the positive and significant relationship between psychological capital and Job satisfaction. Previous studies on this vital relationship gave similar results with current studies (Lee D. S. and Choi, 2010; Luthans *et al.*, 2007). Moreover, hypothesis 2 was found supported due to the fact that in healthcare settings of Pakistan employees want to work in a team rather working alone, therefore; the relationship between esprit de corps (team spirit) and job satisfaction was positive and significant. The result of current study was found inconsistent with the previous studies where esprit de corps was found insignificant with job satisfaction (Hwang and Chang, 2009); Tirmizi and Shah (2009). This might be due to the fact that every organization has its own structure and environment. In some organizations especially private sector organizations, employees prefer to work alone than working in a team due to the matter of survival and competition among employees for promotions and other goal achievement benefits. However, current study was conducted in government sector hospitals, therefore; employees prefer working in team to achieve the harder goals than work alone. Additionally, hypothesis 3 was found supported by getting positive and significant relationship between task significance and jobs satisfaction. Past literature on this vital relationship gives consistent results with the current studies (Brannon *et al.*, 1988; Campion *et al.*, 1993; Hackman and Oldham, 1976; Ting, 1997).

## 7. Conclusion and Recommendations

Current investigation results have discovered that nurses' job satisfaction could be improved through concentrating on psychological capital of the workers. The investigation has reasoned that nurses who are rationally sufficiently solid to deal with work, stress, work pressure and difficulties are more responsive in keeping up their jobs satisfaction levels. Essentially, the investigation has finished up positive connection and contribution of Esprit de Corps and task significance towards employee job satisfaction which is astonishing and henceforth, requires assist examination for responsive outcomes. Longitudinal examination might be directed to plot the perspectives and impression of medical caretakers with respect to these segments.

Furthermore, current study focused on government hospitals of Hyderabad only. Future studies should be conducted on a broad spectrum on a country level and more importantly cross comparison between private sector hospitals employee job satisfaction and government sector hospital employee jobs satisfaction. Past studies have found positive moderation of organizational politics in government sector organizations in Pakistan. Future studies should measure the moderating effect of perceived organizational politics to measure job satisfaction of the employees in government sector.

## 8. References

- Abdillah, W. and Hartono, J. (2015). Partial least square (PLS). Yogyakarta, Indonesia: Penerbit ANDI Yogyakarta.
- Ali, R. M. and Wajidi, F. A. (2013). Factors influencing job satisfaction in Public Healthcare Sector of Pakistan. *GJMBA: Administration and Management*, 13(8): 1-7.
- Ansari, Z. M., Yasin, H., Zehra, N. and Faisal, A. (2015). Occupational Stress among Emergency Department (ED) Staff and the Need for Investment in Health Care; a View from Pakistan. *British Journal of Medicine and Medical Research*, 10(10): 1-9. .
- Aronson, K. R. (2005). Job satisfaction of nurses who work in private psychiatric hospitals. *Psychiatric Services*, 56., 102-04.
- Bahalkani, H. A., Kumar, R., Lakho, A. R., Mahar, B., Mazhar, S. B. and A., M. (2011). Job satisfaction in nurses working in tertiary Level Health care settings of Islamabad, Pakistan. *Journal Ayub Medical Coll*, 23(3): 130-33.
- Boyt, T., Lusch, R. F. and Naylor, G. (2001). The role of professionalism in determining job satisfaction in professional services: A study of marketing researchers. *Journal of Service Research*, 3(4): 321-30.
- Boyt, T., Lusch, R. and Mejza, M. (2005). Theoretical Model of the antecedents and consequences of organizational, workgroup and professional esprit de Corps. *European Management Journal*, 23(6): 682-701.

- Brannon, D., Smyer, M. A., Cohn, M. D., Borchardt, L., Landry, J. A., Jay, G. M. and Walls, C. (1988). A job diagnostic survey of nursing home caregivers: Implications for job redesign. *The Gerontologist*, 28(2): 246-52.
- Brief, A. P. and George, J. M. (1995). *Psychological Stress and the Workplace: A brief Comment on Lazarus Outlook. Occupational Stress: a Handbook. Philadelphia: Taylor and Francis.* 15-19.
- Campion, M. A., Medsker, G. J. and Higgs, A. C. (1993). Relations between work group characteristics and effectiveness: Implications for designing effective work groups. *Personnel Psychology*, 46(4): 823-47.
- Cetin, F. (2011). The effects of the organizational psychological capital on the attitudes of commitment and satisfaction: A public sample in Turkey. *European Journal of Social Sciences*, 21(3): 373-80.
- Chen, L. H. (2008). Job satisfaction among information system (IS) personnel. *Computers in Human Behavior*, 24(1): 105-18.
- Duggleby, W., Cooper, D. and Penz, K. (2009). Hope, self-efficacy, spiritual well-being and job satisfaction. *Journal of Advanced Nursing*, 65(11): 2376-85.
- Elçi, M. and Alpkın, L. (2009). The impact of perceived organizational ethical climate on work satisfaction. *Journal of Business Ethics*, 84(3): 297-311.
- Farn, M. W., Stern, M. B., Veldkamp, W. B. and Medeiros, S. S. (1993). Color separation by use of binary optics. *Optics Letters*, 18(5): 1214-16.
- Gold, A. H., Malhotra, A. and Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1): 185-214.
- Grant, A. M. (2008). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of Applied Psychology*, 93(1): 108-24.
- Hackman, J. R. and Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2): 250-79.
- Hair, J. F., Sarstedt, M., Ringle, C. M. and Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40(3): 414-33.
- Hamid, S., Malik, A. U., Kamran, I. and Ramzan, M. (2014). Job satisfaction among nurses working in the private and public sectors: a qualitative study in tertiary care hospitals in Pakistan. *Journal of Multidisciplinary Healthcare*, 7: 25.
- Henseler, J., Ringle, C. M. and Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1): 115-35.
- Hwang, J. I. and Chang, H. (2009). Work climate perception and turnover intention among Korean hospital staff. *International Nursing Review*, 56(1): 73-80.
- Jaworski, B. J. and Kohli, A. K. (1993). Market orientation: Antecedents and consequences. *The Journal of Marketing*, 57(3): 53-70.
- Jernigan III, I. E., Beggs, J. M. and Kohut, G. F. (2002). Dimensions of work satisfaction as predictors of commitment type. *Journal of Managerial Psychology*, 17(7): 564-79.
- Jones, A. P. and James, L. R. (1979). Psychological climate: Dimensions and relationships of individual and aggregated work environment perceptions. *Organizational Behavior and Human Performance*, 23(2): 201-50.
- Jung, H. S. and Yoon, H. H. (2015). The impact of employees' positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel. *International Journal of Contemporary Hospitality Management*, 27(6): 1135-56.
- Kaplan, M. and Biçkes, D. M. (2013). The relationship between psychological capital and job satisfaction: A study of hotel businesses in Nevşehir. *Journal of Management & Economics*, 20(2): 233-42.
- Katz, R. (1978). Job longevity as a situational factor in job satisfaction. *Administrative Science Quarterly*, 23(3): 204-23.
- Khaliq, M. J., Rehman, M. and Rashid, M. (2011). The role of human resource management and nurses' job satisfaction in medical service organizations. *African Journal of Business Management*, 5(3): 974-86.
- Kluemper, D. H., Little, L. M. and DeGroot, T. (2009). State or trait: effects of state optimism on job-related outcomes. *Journal of Organizational Behavior. The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(2): 209-31.



- Lai, M. C. and Chen, Y. C. (2012). Self-efficacy, effort, job performance, job satisfaction, and turnover intention: The effect of personal characteristics on organization performance. *International Journal of Innovation, Management and Technology*, 3(4): 387.
- Larrabee, J. H., Wu, Y., Persily, C. A., Simoni, P. S., Johnston, P. A., Marcischak, T. L. and Gladden, S. D. (2010). Influence of stress resiliency on RN job satisfaction and intent to stay. *Western Journal of Nursing Research*, 32(1): 81-102.
- Laschinger, H. K. S. and Fida, R. (2014). New nurses burnout and workplace wellbeing: The influence of authentic leadership and psychological capital. *Burnout Research*, 1(1): 19-28.
- Lee, D. S. and Choi, Y. D. (2010). A study on antecedents and consequences of positive psychological capital in organizations. *Korean Management Review*, 39(1): 1-28.
- Lee, M. B. and Saeed, I. (2001). *Lee, M. B., & Saeed, I. (2001). Oppression and horizontal violence: The case of nurses in Pakistan. In Nursing Forum, 36(1), 15-24. Oxford, UK: Blackwell Publishing Ltd.*
- Luthans, F., Youssef, C. M. and Avolio, B. J. (2007). *Psychological Capital: Developing the Human Competitive Edge (Vol. 198). Oxford: Oxford University Press.*
- Luthans, F., Avolio, B. J., Walumbwa, F. O. and Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. *Management and Organization Review*, 1(2): 249-71.
- Luthans, F., Avey, J. B., Avolio, B. J., Norman, S. M. and Combs, G. M. (2006). Psychological capital development: toward a micro-intervention. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(3): 387-93.
- Lynch Jr, M. F., Plant, R. W. and Ryan, R. M. (2005). Psychological needs and threat to safety: Implications for staff and patients in a psychiatric hospital for youth. *Professional Psychology: Research and Practice*, 36(4): 415-25.
- Nafei, W. (2015). The influence of ethical climate on job attitudes: A study on nurses in Egypt. *International Business Research*, 8(2): 83-99.
- Peterson, S. J. and Luthans, F. (2003). The positive impact and development of hopeful leaders. *Leadership & Organization Development Journal*, 24(1): 26-31.
- Ringle, C. M., Wende, S. and Becker, J. M. (2015). SmartPLS 3. Boenningstedt: SmartPLS GmbH, <http://www.smartpls.com>.
- Ritchie, W. J., Kirche, E. and Rubens, A. J. (2006). A process for development and validation of a customized scale to assess work environment in government organizations: A mixed method approach. *Review of Public Personnel Administration*, 26(12): 382-89.
- Schneider, B. and Snyder, R. A. (1975). Some relationships between job satisfaction and organization climate. *Journal of Applied Psychology*, 60(3): 318-28.
- Somani, R. K. (2012). Workplace violence towards nurses: A reality from the Pakistani context. *Journal of Nursing Education and Practice*, 2(3): 148-53.
- Sultana, A., Riaz, R., Mehmood, F. and Khurshid, R. (2011). Level of job satisfaction among nurses working in tertiary care hospitals of Rawalpindi. *Rawal Medical Journal*, 36(2): 150-54.
- Ting, Y. (1997). Determinants of job satisfaction of federal government employees. *Personnel Administration*, 26(3): 313-34.
- Tirmizi, M. A. and Shah, S. M. H. (2009). Is it industry productive: A performance based investigation of IT sector firms operating in Pakistan. *International Journal of Business and Management*, 4(5): 207-21.
- Wright, T. A., Cropanzano, R. and Bonett, D. G. (2007). The moderating role of employee positive well being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology*, 12(2): 93-104.