

Increasing Nurses' Affective Professional Commitment through Person Job-Fit

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Abstract

Objective: The nurses must have an affective professional commitment to do their job. They must be competent and have more emotional response to caring for the patients. This study aims to develop affective professionals commitment through job-fit in two perspectives: demand-abilities perspective (DA-fit) and supply-value perspective (SV-fit).

Design/Methods/Approach: The sample consisted of 187 nurses that collected through simple random sampling techniques in a private hospital in Surabaya. This study employs SmartPLS 3.0 program to analyze the data.

Findings: The results indicate that Person Job-fit (DA-fit) has positive and significant relationship with self-efficacy. Person Job-fit (SV-fit) has positive and significant effect on job satisfaction. Self-efficacy and job satisfaction have positive and significant influence to affective professional commitment.

Originality: This study focuses on the general person-job fit and examines person job fit from DA-fit and SV-fit perspectives separately

Practical implication: The recruitment process should consider nurses' passion for work and competency.

Keywords: Person Job-Fit, Demand-Abilities Perspective (DA-fit), Supply-Value perspective (SV-fit), Self-Efficacy, Job Satisfaction, Affective Professional Commitment, Productive Employment

JEL Classification: L84, M54



I. Introduction

The nursing profession is unique. It needs not only to be competent, but also needs a moral and ethical responsibility to care for patients (Moody & Pesut, 2006). They have an important role in the quality of services given to patients (Enwereuzor, Ugwu, & Eze, 2018). Nurses must have a professional commitment to their profession (Claudia, A.A & Araujo & K, F. F, 2018). Meyer & Allen (1991) argues that organizational commitment consists of three dimensions such as affective (want to), normative (ought to), and continuance commitment (need to). Professional commitment refers more to affective commitment. The nurses "want to stay" in the profession. Nurses with high professional commitment are characterized as having a strong belief in and acceptance of professional goals, having a strong desire to maintain membership in the profession, and a willingness to use their efforts to advance the profession.

Professional commitment refers to the attachment of individuals to the profession or, in other words, to the strength of an individual's identification with a profession (Cho & Huang, 2012).

Nursing is a profession with high emotional and physical demands because it requires face-to-face contact with patients and their families. Nurses must constantly address suffering, pain, and death in patients (Czaja, Moss, & Mealer, 2012). The nursing profession needs to have a Person-job fit. Person-job fit is a congruence between someone's ability and job demands or needs and wants with job availability (Kristof & Guay, 2011). Person-job fit refers to the congruence between individuals and their jobs (Edwards, 1991; Kristof, 1996). Edwards (1991) suggested that there are two perspectives in person-job fit such as the demand-abilities perspective (DA-fit) and the supply-value perspective (SV-fit). From the DA-fit perspective, congruence can be achieved when individuals have enough knowledge, skills, and ability to fit their job demands. While, in the SV-fit perspective, congruence can be achieved when there is a job supply that fits with individual needs, preferences, and wants.

From the DA-fit perspective, nurses who have enough knowledge, skills, and ability to fit their job demands will influence nurses' self-efficacy. Nurses will be able to do tasks and do the best performance (Bandura, A. 1997; Bradley, Browne, & Kelley, 2017). However, in the SV-fit perspective, working nurses' congruence with their preferences and wants will give them job satisfaction. (Wang, M.et al., 2011). Job satisfaction is an emotional condition that expresses pleasure condition. It results from a valuation of individual job achievements to their valuable achievements. Self-efficacy and job satisfaction will influence professional nurses.

Most of the study focuses on the general person-job fit (Enwereuzor et al., 2018; Y. Peng & Mao, 2015; Risman, K. et al., 2016). This study focuses on the general person-job fit and examines person job fit from DA-fit and SV-fit perspectives separately. Person job fit can result in different outcomes if examined from both perspectives. They are examined separately. The nursing profession must be competent and must have a more emotional response to being face to face with the patients. There are many types of research about the high level of emotional exhaustion reflecting burnout experienced by nurses (Hu & Liu, 2016; Jourdain & Chênevert, 2010; Montgomery, A. et al., 2015). This unique job has demanded that some professional nurses should have not only the ability and skill (DA-fit) but also a passion. They fit with the job attributes (SV-fit). Nurses who have self-efficacy in doing tasks are intrinsically satisfied with their job. It will increase affective professional commitment. This study's objective is to examine the influence of a person's job fit from two perspectives, the influence of DA-fit on self-efficacy and the influence of SV-fit on job satisfaction. Furthermore, this study also examines the influence of self-efficacy and job satisfaction on affective professional commitment.

2. Literature Review and Hypotheses Development

Person – Job fit

The fit theory has attracted great attention from researchers and practitioners in understanding employees' attitudes and behaviors (Chuang, Shen, & Judge, 2016). The fit theory has been conceptualized into two different types: supplementary fit – individuals and their surroundings possess similar characteristics; and complementary fit – individuals and their surroundings possess different characteristics but are needed by each other to make whole or add to what is missing (Boon & Biron, 2016; Kristof, 1996). Person-job fit is defined as the match between the abilities of the person and the demands of a job, or the needs or desires of a person and what is provided by a job (Edwards, 1991), which corresponds with the complementary fit (Boon & Biron, 2016). Person Job Fit is conceptualized as the match between individual knowledge, skill, abilities, and demands of the job or the needs/desires of an individual and what is provided by the job (Sekiguchi, 2004). Person job fit begins from the person-environment theory. It states that the fit between personal characteristics and their environment will have positive results such as satisfaction, working performance, and well-being (Kristof-Brown, A. et al., 2005).

Furthermore, stated that in general, person-job fit includes two perspectives such as needs-supplies fit (SV-fit) and demands-abilities fit (DA-fit). SV- fit is about the fit between personal wants, characteristics, and job attributes. Meanwhile, DA-fit is a knowledge and skill owned by workers to fit job demands (Sekiguchi, 2004). SV-fit in some circumstances where the needs of workers and what they expect to will be achieved when they work so they will get some satisfaction at work (McCabe & Garavan, 2008). SV-fit is more about the fit between individuals and job attributes.

Self-Efficacy

Self-efficacy relates to the belief that one is capable of successfully facing life's challenges through motivation, intelligence, experience, and actions (Bandura, A., 1997). A person who has high self-efficacy may consider him/herself capable of addressing his/her situation. One empirical study observed that those who have high levels of self-efficacy are intrinsically motivated to exert additional effort to engage in their work and conquer challenges independently (Hsu, Hou, & Fan, 2011). Self-efficacy contributes to motivation by influencing the challenges that people pursue, the effort they spend, and their perseverance in facing obstacles (Guglielmi, Simbula, Schaufeli, & Depolo, 2012).

Job Satisfaction

Spector (2014) defines job satisfaction as how far an individual is satisfied with their job. Skaalvik (2011) added that job satisfaction is "the way an employee feels about his or her job. Job satisfaction is an emotional response in the working situation that will produce a positive attitude and behavior if the working situation meets their expectations. Yaseen (2013) divides job satisfaction into two parts, intrinsic and extrinsic. Intrinsic job satisfaction relates to satisfaction with the job itself. Meanwhile, extrinsic job satisfaction does not relate to the job, such as pay and working conditions, support supervisor, and coworker. Intrinsic job satisfaction includes safety and comfortable in doing the jobs and their pride.

Professional Affective Commitment

Meyer & Allen (1991) argues that commitment consists of affective, normative, and continuance. Affective commitment is demonstrated by individuals who want to maintain their organizational members because they are emotionally engaged, self-identified, have strong beliefs, and want to follow organizational values. An employee who has a strong affective commitment will work in an organization because they want to. Continuance commitment is based on considering the benefits provided by organizations and the cost of leaving organizations. An employee with a strong continuance commitment will prefer to stay because they need to. An employee with a strong normative commitment will prefer to stay working because they ought to. Professional commitment refers to the attachment of individuals to the profession or, in other words, to the strength of an individual's identification with a profession (Cho & Huang, 2012). Individuals with high professional commitment are characterized as having a strong belief in and acceptance of professional goals, having a strong desire to maintain membership in the profession, and a willingness to use their efforts to advance the profession. Professional commitment is exhibited by an individual who realizes their profession to have effective commitment among their profession, not just continuance (need to) or normative (ought to) commitment.

Conceptual Framework and Hypotheses

Person – Job (DA -fit) and Self-Efficacy

Research suggests that self-efficacy is about one's willingness to engage in a task and the amount of effort and persistence one is willing to exert as one encounters difficulties in the performance of the task (Bradley et al., 2017). Fit between jobs, knowledge, skill, ability, and employee expectation will improve self-efficacy. The person-job fit, DA perspectives will improve individual self-efficacy (Y. Peng & Mao, 2015). Demands-abilities stress that an individual's knowledge, skills, and ability should meet job requirements. Nurses with higher self-efficacy will improve their confidence to achieve higher performance and their faith in completing tasks and work behavior. It means not skill itself but the confidence degree of whether individuals can complete the work behavior with their skills (Peng, J et al., 2016; Saba, 2012). The hypothesis statement is:

H₁: Person job-fit, DA fit is significantly and positively related to self-efficacy

Person – Job (SV -fit) and Job Satisfaction

This study uses intrinsic job satisfaction because the professional nurse must have such a motive, interest, and passion in the job, not because they get some extrinsic rewards from the job. Person job-fit SV-fit respectively refers to the congruence between nurses' needs, desires, and preferences with the environmental supplies provided by the job (Edwards, 1991; Kristof-Brown et al., 2005). Job satisfaction is the intensity of pleasant and positive emotional experience generated when individuals meet their jobs briefly, which means how much individuals like their job (Millán, Hessels, Thurik, & Aguado, 2013; Y. Peng & Mao, 2015). The empirical results indicate that person-job fit is closely related to job satisfaction (Spence Laschinger, Wong, & Greco, 2006; Verquer, Beehr, & Wagner, 2003). The fit between the environmental supplies given by the job with needs, desires, and preferences among nurses will cause job satisfaction. Nurses perceive that the attributes they want are satisfied, such as nurses being able to satisfy their patients, providing good quality and services care in health care (Lu, Barriball, Zhang, & While, 2012; Raddaha et al., 2012; Udod, Cummings, Care, & Jenkins, 2017). The hypothesis statement is:

H₂: Person job-fit, SV fit is significantly and positively related to job satisfaction.

Self-efficacy, job satisfaction, and affective professional commitment

The Nurses' jobs are not only demanding competence but also caring for the patients. Professional nurses must have good morals and ethics to take care of patients with their competence (Moody & Pesut, 2006). They must have an effective professional commitment to doing their job and want to stay in their current profession. The nurses can meet their job demands to improve their self-efficacy, and they will achieve confidence as professional nurses. Ashforth & Saks (2000) found that individuals higher in self-efficacy deal with difficult situations with a problem-focused approach that can lead to higher organizational commitment. Cutcliffe (2003) argues that nurses need to be competent in their skills to provide high-quality care. They need to be able to access their tacit and initiative knowledge and articulate the purpose and value of their practice.

Furthermore, the satisfied nurses in their job will have affective professional commitment, and they will be proud of their profession (Alpander, 1990). Satisfied nurses in their job will have an affective professional commitment. They will give a higher quality of health care to the patient. The hypothesis statement is:

H₃: Self-efficacy is significantly and positively related to affective professional commitment

H₄: Job satisfaction is significantly and positively related to affective professional commitment

Conceptual Frameworks

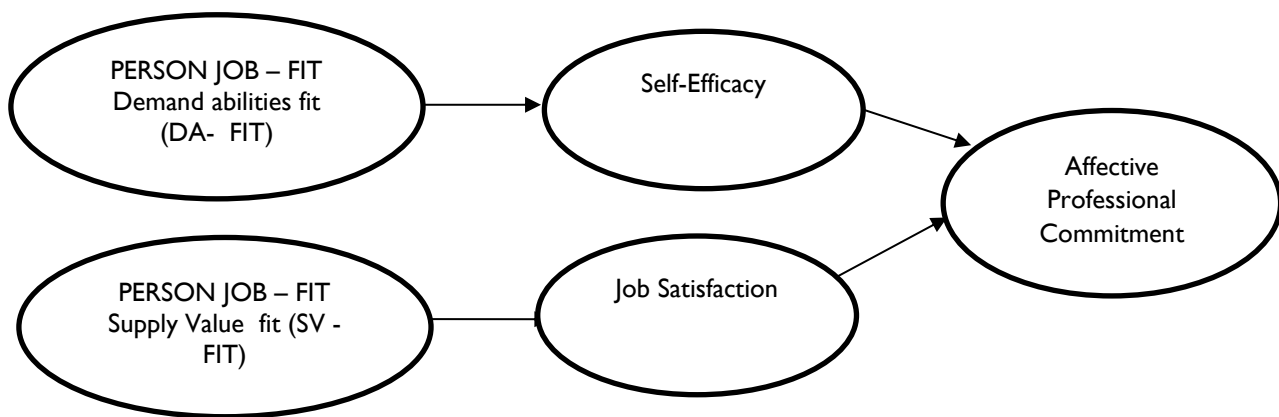


Figure 1. Conceptual Framework

3. Research Methods

The sample of this study comprises working nurses at a private hospital in Surabaya, Indonesia. Before the study began, we were asked to give some presentations on an ethics committee in the hospital. After getting approval, we distributed questionnaires through the hospital mailing system to 214 nurses at the hospital. The simple random sampling technique is applied to recruit participants for the study. The data collection period was about one month, and only 187 nurses gave responses. The response level was about 87%. To improve the accuracy and minimize the common method bias, before the survey was begun (Podsakoff, MacKenzie, & Podsakoff, 2012), we were given clear instructions. The point scale was labeled correctly and confidential. This study uses SmartPLS 3.0 program to analyze the data.

Measurement

For Person Job fit, the three-item DA fit measure and the three-item NS fit measure were adopted (Chuang et al., 2016). DA –fit is measured by the fit between ability, training, experience, and job demands. (Ability and training are a good fit with my job requirements). NS-fit is measured by the fit between needs, wants, and job characteristics. (The attributes of the fulfilled very well by my present Job). Cronbach's α was .90 for DA fit and .91 for NS fit. Self-efficacy relevant to the job is measured using five items adopted (Maslić Seršić & Tomas, 2014) (calm when facing difficulties in the job, usually find several solutions, when confronted with a problem, and prepared for most of the demands in the job). Cronbach's α was .85 for self-efficacy. Job satisfaction adopts the measurement (Mainardes, Rodrigues, & Teixeira, 2019) using four items (finding real joy, excitement, like, and feeling very satisfied with the job). Cronbach's α was .92. Affective professional commitment is adopted (Cho & Huang, 2012) related to affective commitment (Meyer & Allen, 1991) using four items (happy, enjoy, and a strong sense of belonging to the profession). For the professional affective commitment, similar items as already mentioned are used by changing the word "organization" into "profession". Cronbach's α was .85.

4. Result and Discussion

Result

The descriptive statistics of the respondents are shown in Table 1. The study was participated by 187 nurses. Most of them are women (n = 143). The duration of working for less than five years (n =21), five to ten years (n = 77), ten to fifteen years (n = 61), and more than fifteen years (n = 28).

Table 1. Demographic Table

Characteristics	Category	Quantity	Frequency (%)
Gender	Male	44	23
	Female	143	77
Duration of working	< 5 years	21	11
	5– 10 years	77	41
	10- 15 years	61	33
	> 15 years	28	15

The Measurement Model

The first sections are the measurement model to test the validity and reliability construct of this study. A validity test includes convergent, construct, and discriminant validity. Convergent validity measures reflective indicators estimated based on the correlation between item score or component score. Indicators are valid if loading factor values >0.5. Construct validity indicates how far the test measure constructs theory as a basis for building that test. Better construct validity is if the average variance extracted value (AVE) is above 0.5. Composite reliability > 0.7. (Hair, Black, Babin, & Anderson, 2010). Table 2 indicates that loading factors indicators > 0.5. Table 3 indicates descriptive statistics, AVE > 0.5, all variables and dimensions are valid, composite reliability value and Cronbach's alpha >0.7 that constructs are reliable. Table 4, discriminant validity assesses how a construct does not correlate with other constructs. The square root values of the AVE are greater than the correlations between variables, thereby proving good discriminant validity.

Table 2. Outer Model (Weights or Loadings)

Variable	Indicators	Loading Factor	Result
Person job-fit	Job - ability, Flt	0.953	Valid
	DA- Fit	0.944	Valid
Person job-fit	Job- experience, Fit	0.960	Valid
	SV- Fit	0.805	Valid
	Job - personality, Flt	0.956	Valid
Self Efficacy (SE)	Job - interest, Fit	0.967	Valid
	Facing a difficult job	0.874	Valid
	Problem in Job	0.850	Valid
	Find several solutions	0.859	Valid
	Prepared for the demand	0.897	Valid
	Meet the goals	0.874	Valid
	Past experiences	0.808	Valid
Job Satisfaction	Enjoy	0.890	Valid
	Excited	0.924	Valid
	Like	0.879	Valid
	Very satisfied	0.884	Valid
Affective Professional Commitment	Happy in profession	0.976	Valid
	Enjoy in profession	0.962	Valid
	Personal meaning	0.952	Valid
	Sense of belonging	0.980	Valid

Table 3. Descriptive Statistics Scale 1 = Strongly disagree and 5 = Strongly agree , n = 187

Indicator	Mean	St. Dev	AVE	Cronbach's Alpha	Composite Reliability
Person job-fit, SV –fit variable			0.911	.883	0.911
Working as a nurse provides almost everything I expect from a job		.723			
Working as a nurse fit with myself		.716			
Working as a nurse fits my motives		.726			
Person job-fit, SV- Fit, variable mean	0.38				
Person job-fit, DA- Fit variable			0.862	.983	0.986
There is a fit between job demand and my skills	4.02	.794			
There is a fit between job demand and my experiences	4.22	.700			
There is a fit between job demand and job applicants	4,01	.767			
Person job-fit, DA –fit, Variable mean	4.08				
Self-efficacy Variable			0.697	.979	0.981
I can remain calm when facing difficulties in my job because I can rely on my abilities	4.28	.897			
when I am confronted with a problem in my job, I can usually find several solutions	4.23	.794			
I feel prepared for most of the demands in my job,	4.37	.763			
I meet the goals that I set for myself in my job	4.35	.785			
My past experiences in my job have prepared me well for my future job	4.42	.764			
Self-efficacy, variable mean	4.33				
Job satisfaction variable			0.703	.970	0.977
I find real joy, in my job	4.35	.823			
I am excited about my job	3.86	.734			
I like my job more than people in general like their job	3.93	.766			
I feel very satisfied with my job	4.44	.782			
Job satisfaction variable means	4.14				
Affective professional commitment variable			0.923	.967	0.972
I would be very happy to spend the rest of my career in this profession	4.58	.879			
I enjoy discussing my profession with people outside it	4.60	.760			
This profession has a great deal of personal meaning for me	4.59	.823			
I feel a strong sense of belonging to my profession	4.56	.881			
Affective professional commitment variable means	4.58				

Table 4. Discriminant Validity Test

	Person job-fit, DA- Fit	Person job-fit, SV -fit	Self-efficacy	Job satisfaction	Affective professional commitment
Person job-fit, DA-Fit	0.928				
Person job-fit, SV – fit	0.009	0.954			
Self-efficacy	0.305	0.368	0.834		
Job satisfaction	0.383	0.012	0.105	0.838	
Affective professional commitment	0.107	0.088	0.491	0.400	0.960

Structural Model

The second sections are a structural model test to see the coefficient determinant, predictive relevance, path coefficient estimation, and coefficient parameter. In the PLS, structural models are evaluated by using r-Square for the dependent variable, coefficient path value, or t-values on each path for significance test between construct in the structural models. R- Square value will be used to measure the level of variance exchange in the independent variable to the dependent variable. Table 5 indicates predictive relevance is 0.969, and inner models fit can be used.

Table 5. Determination Coefficient and Predictive relevance

	Variable	R ²	Predictive Relevance
R ₁ ²	Z1	0.349	$Q^2 = 1 - (1 - R^2_1) \times (1 - R^2_2) \times (1 - R^2_3)$
R ₂ ²	Z2	0.831	$Q^2 = 1 - (1 - 0.349) \times (1 - 0.831) \times (1 - 0.719)$
R ₃ ²	Y	0.719	$Q^2 = 1 - (0.651 \times 0.169 \times 0.281)$
			$Q^2 = 1 - 0.031$
			$Q^2 = 0.969$

This study has four hypotheses, tested using a two-sided T-test with a 95% or 5% significance level. The influence of one construct on another construct is determined to be significant when the T value of statistics shows a value of T > 1.96, as can be seen in Table 6.

Table 6. Path coefficient and dan Parameter coefficient

		Original Sample	T-Statistics	Result
H1	Person job –fit, DA fit →Self Efficacy	0.405	3.061	Supported
H2	Person job –fit, SV fit→Job Satisfaction	0.460	2.559	Supported
H3	Self Efficacy →Affective professional commitment	0.519	2.309	Supported
H4	Job Satisfaction→Affective professional commitment	0.455	2.151	Supported

The result of this study indicates that all hypotheses are supported. H₁ supported, Person job –fit, Da fit has a positive influence on nurses' self-efficacy. See Table 3, Person job –fit, DA fit (M= 4.08). Most of the nurses in this study have experience. They are capable of making their job demands. Ability, skill, and experience can improve self-efficacy in doing tasks. The mastery experiences are a potent source of self-efficacy (Bandura, A., 1997; Bradley et al., 2017). H₂ supported, Person job –fit, SV fit has a positive influence on nurses' job satisfaction. Person job –fit, SV fit (M = 3.85), works as a nurse do fit with their motive, self-confidence, and expectations. Fit with job attributes causes nurse job satisfaction (Lu et al., 2012; Raddaha et al., 2012; Udod et al., 2017). H₃ supported, Self-efficacy has a positive influence on affective professional commitment. Self-efficacy (M= 4.33), nurses have a higher level of self-efficacy. They have some experience and ability. They can easily overcome their job demands, especially when they have some problems, and they will find the solution. Ashforth & Saks, 2000 state that individuals who have higher self-efficacy deal with difficult situations with a problem-focused approach that can lead to higher affective commitment. H₄ supported that job satisfaction has a positive influence on affective professional commitment. Job Satisfaction (M = 4.14), nurses' job satisfaction in this study included high-level categories such as enjoyable, excited, very satisfied with their current

profession. They have personal meaning and a strong sense of belonging in their profession (Affective professional commitment, $M = 4.58$).

Discussion

The result of this study provides theoretical implications for self-efficacy and affective commitment. In this study, self-efficacy provides a bigger contribution to building nurses' affective professional commitment (See table 6). Nurses have some self-efficacy so they can satisfy their job demands. Job demand refers to a higher level of job stress with the problem faced by nurses can be handled very well. Self-efficacy will enable nurses to overcome their job demands more easily, such as facing patients, patients in critical conditions, or family patient demands. Self-efficacy is a personal resource that helps nurses face their job demands and has the potential to motivate nurses. Personal resources help nurses achieve work goals, reduce job demands and stimulate personal growth and development. Self-efficacy may be categorized as a job resource because it provides employees with the resources to achieve their work goals and reduce job demands (Bakker & Demerouti, 2007). The result of this study is relevant to the study (Canrinus, H. et al., 2012; Lee & Ko, 2010; J. Peng et al., 2013) that self-efficacy has a positive influence on affective commitment. Nurses who have higher self-efficacy will have pride in their profession. Another theoretical implication is that Person job-fit, SV fit also provides a great contribution to job satisfaction. Nurses have job satisfaction as they work and are fitted with their motives, self-efficacy, and needs. Nurses do a job that does not only need some knowledge, skill, and ability but also needs some passion for work. Health professionals, especially nurses, experience high levels of stress, anxiety, emotional overload, and/or compassion fatigue, mainly due to the nature of their work and workplace. The job demands, which are full of pressure, will not be easier if the nurse does not have any passion for the work. These are passions of the soul, passion as strong emotions with behavioral tendencies that can be positive, a strong tendency towards an activity that people like, that is important for them, and in which they invest time and energy (Vallerand et al., 2003). This study proves that professional nurses do need not only some experience, skills, and abilities but also need some passion for work. They can provide the best quality services to patients.

5. Conclusion

The nurses at a private hospital in Surabaya, Indonesia, must have an effective professional commitment to doing their job. They must be competent and be a more emotional response to caring for the patients. The data analyzed by PLS examines the hypothesis. The result indicates that a Person job –fit, Da fit has a significant positive effect on nurses' self-efficacy. Person job –fit, SV fit has a significant positive effect on nurses' job satisfaction. Self-efficacy and job satisfaction have a significant and positive on affective professional commitment.

This study has some benefits for managing nurses in health care organizations. The limitations are related to the design. Self-reports may carry risks associated with common method bias and social desirability. However, the suggestions (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) related to methodology (e.g. ensuring confidentiality) were carefully followed. To further reduce the possibility of common method bias, future studies should consider gathering data using longitudinal designs to capture changes in nurses' self-efficacy and job satisfaction. Future researchers suggest that the nursing job has some troubled nurses with emotional exhaustion and compassion fatigue. The next study may provide variable moderators such as variable passion or personality on the relationship among Person job-fit, SV fit.

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Author Contribution

Author 1 made the conceptualization, writing of original draft, data curation, analyzed the formal data, investigation, methodology. Author 2 provided critical insight into review and editing, writing assessment and editing, validation, and visualization.

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Conflict of Interest

The authors declare that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.

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