

Nurses' Professional Values as Indicators of Organizational Commitment

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Abstract

Objectives: Nurses' professional values have an important role in shaping nurses' identities. They have an effect by tailoring the care provided and informing the unit's productivity. Values have the capacity to take patient care to another level, thereby improving the patients' experience. Likewise, values also influence nurses' commitment to their organisation, which is considered vital for organisational success. The aim of this study is to examine nurses' professional values as predictors of their organisational commitment to the Saudi Ministry of Health (MOH). **Methods:** A cross-sectional descriptive correlational design was selected for this study, which was conducted in two major hospitals in Jeddah. The study's participants were recruited using a convenience sampling technique. The total sample comprises 412 staff nurses. **Results:** The results show that nurses have strong professional values and high levels of organisational commitment. Almost all the professional values domains correlate with the organisational commitment domains. This study asserts that professional values are a predictor of organisational commitment. **Conclusion:** Nurses' professional values and organisational commitment both have an impact on nursing care, behaviour, and organisational outcomes. Therefore, an understanding of the relationship between these two concepts can improve nursing practices.

Keywords: Ethics, nursing, organizational commitment, professional values, staff nurses, values.

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INTRODUCTION

Values are defined as well-known actions that are seen as acceptable behaviour in the professional community. They guide practices and supply a framework for evaluating actions [1]. Values have a significant impact on the nursing profession, and they are also highly correlated with career development [2]. Moreover, career development is related to nurse retention, which demonstrates the indirect effects of values on retention. The Global Nursing Association pays a lot of attention to the importance of nursing values. The American Association of Colleges of Nursing (AACN) states that 'professional values and their associated behaviours are foundational to the practice of nursing' [3]. Nursing values are so significant because they pertain to all types of nursing jobs. They are also the core that shapes the organisational culture and impacts decision-making in nursing [4]. Organisational commitment is a reliable indicator of staff relationships within an organisation. Through nurses' commitment, hospitals achieve their goals and realise their vision.

Commitment is defined as nurses' emotional and psychological attachments to their organisation [5]. According to Guest, [6] there are three aspects to organisational commitment: The first is accepting and believing the organisation's values, which leads to embracing the organisation's philosophy and vision; the second is a willingness to invest considerable effort in fulfilling the organisation's goals; and the third is a desire to remain in the organisation. The existence of organisational commitment among employees is an essential component of an organisation following its strategy. Its importance in nursing relates to the knowledge that, even if the organisation creates a strategy that is meticulously planned, it cannot be implemented without the nurses' commitment to it. Therefore, nurses' commitment is the only path towards organisational success [7]. Values have been proven to have positive effects on organisational commitment because they are powerful determiners of behaviour and behavioural tendencies [8]. An Israeli study [9] examines the relationship between values and organisational commitment and reports that there is a positive

correlation between values (especially cognitive values) and commitment. Therefore, examining nurses' professional values and organisational commitment is crucial as understanding nurses' current values and levels of commitment in Saudi Arabia will aid in building interventions in order to remedy any deficiencies in health care systems.

Research Questions

The research questions for this study are as follows:

1. What is the extent of the professional values in nurses working in the Saudi Ministry of Health (MOH)?
2. What is the level of organisational commitment in nurses working in the Saudi MOH?
3. Is there a relationship between professional values and organisational commitment in nurses working in the Saudi MOH?
4. To what extent do professional values influence the organisational commitment of nurses working in the Saudi MOH?

Aim

The purpose of this study is to examine nurses' professional values as predictors of organisational commitment in the context of the Saudi MOH.

OBJECTIVES

The objectives of this study are to:

1. Identify the extent of professional values in nurses working in the Saudi MOH;
2. Identify the level of organisational commitment in nurses working in the Saudi MOH;
3. Identify the relationship between professional values and organisational commitment in nurses working in the Saudi MOH; and
4. Examine the extent to which professional values predict organisational commitment of nurses working in the Saudi MOH.

METHODOLOGY

Research Design

This study uses a cross-sectional descriptive correlational design.

Sampling and Setting

The sampling took the form of convenience sampling of a group of nurses who wished to join the study. The staff nurses needed at least one year of experience as a nurse, either in their hometown or at their current hospital, to be considered for this study. The estimated sample size was 374 (calculated using the G*Power application). As per the hospitals' administrators, the researcher found that both hospitals employ 4,000 staff nurses. The number of nurses who participated in the study totals 412. The study was conducted in two main hospitals in Jeddah: King Fahad General Hospital Jeddah and King Abdulaziz Hospital.

Measuring Instruments

This study used self-reporting questionnaires to measure both nurses' professional values and organisational commitment. The first questionnaire, the Nursing Professional Values Scale, assessed the nurses' professional values and consisted of 29 items covering five domains (PV1-PV5): self-concept of the profession (9 items); social awareness (8 items); professionalism in nursing (5 items); the role of nursing service (4 items); and originality of nursing (3 items). These items were measured using a 5-point Likert scale [10]. The researcher omitted item 25 as it was not relevant to the Saudi working environment. The validity and reliability of the questionnaire, after the omission, had a Cronbach's alpha of 0.92.

The second questionnaire was used to measure nurses' organisational commitment. It consisted of 18 items over three domains (OC1-OC3): affective commitment (6 items); continuance commitment (6 items); and normative commitment (6 items). These were also measured using a 5-point Likert scale, with the validity and reliability being verified by a Cronbach's alpha of 0.81 [11]. Both questionnaires are widely used and established, and the use of them in this study was approved by both questionnaires' authors.

Statistical Analysis

SPSS Statistics was used to analyse the data and to test for each of the study's specific objectives. There was a significance level of 0.05 in this study. The means and standard deviations were used to answer the first two objectives. For the third objective, the nonparametric Spearman's rank correlation coefficient was used because the data were not normally distributed. The correlation coefficients can range from -1 (indicating a perfect negative linear relationship) through 0 (indicating the absence of a linear relationship) to +1 (indicating a perfect positive linear relationship) [12]. For the last objective, regression analysis was employed, which is a set of statistical procedures for estimating relationships between a dependent variable and one or more independent variables [13].

RESULTS

The results show that nurses generally have strong professional values (Table 1: The mean score of the five domains). The highest-rated domain was originality of nursing, with a mean score of 4.19, while the lowest-rated domain was the role of nursing service, with a mean score of 3.96.

Table 1: NPVS components

Component	Mean	SD
Self-concept of profession	4.05	.90
Social awareness	4.07	.83
Professionalism	4.13	.82
Role of nursing services	3.96	1.05
Originality	4.19	.90

Table 2 indicates that nurses' commitment takes the form of normative commitment since this domain had the highest mean score of 3.53, which was followed by

continuance commitment, with a mean score of 3.47. However, it was found that nurses have high levels of commitment.

Table 2: Organizational commitment components

Component	Mean	SD
Affective commitment	3.31	.97
Continuous commitment	3.47	.92
Normative commitment	3.53	.96

Table 3 shows the results for the third research question; it details the results from Spearman's rank correlation coefficient analysis, which show that each of the professional values domains were correlated with each of the domains of organisational commitment. PV1

had the highest correlation with OC3, while there was no significant correlation between PV5 and any of the OC domains. All remaining domains show moderate significant correlation.

Table 3: Correlation matrix of NPVS and OC components

	PV1	PV2	PV3	PV4	PV5	OC1	OC2	OC3
PV1	1							
PV2	0.841	1						
PV3	0.749	0.840	1					
PV4	0.513	0.585	0.600	1				
PV5	0.158	0.146	0.136	0.140	1			
OC1	0.382*	0.446*	0.433*	0.446*	0.085	1		
OC2	0.443*	0.469*	0.484*	0.454*	0.097	0.775**	1	
OC3	0.472*	0.474*	0.450*	0.478*	0.120	0.708**	0.810**	1

Values of .30 and .49 = medium association

In terms of the last research question, Table 4 details the regression equation and shows the predictors of organisational commitment at a P-value of less than 0.05. These predictors are: professional values; gender; level of education; and ethics. The variable included in

the model explained 34.5% of the variance while 65.5% is explained by other factors. Therefore, based on these results, the researcher rejects the null hypothesis and accepts the alternative.

Table 4: Regression model of OC predictors

Variable	β	P value
PV	0.691	0.001
Gender	-0.339	0.006
Education	-0.149	0.049
Working hours	-0.025	0.748
Ethics	-0.206	0.007
Hospital	0.058	0.433

R² 0.345

DISCUSSION

Table 1 indicates that nurses have strong values in general. In the same context, Ramadan and El-Demerdash [14] found that 50% of nursing students have strong professional values. In this study, the highest-rated domain was the originality of nursing while the lowest-rated domain was the role of nursing service. On the contrary, in Bang *et al.*, study, [15] the originality domain was the lowest rated while professionalism was the highest rated. In Woo and Park's study, [16] the role of nursing service was the highest-rated domain and originality was the lowest-rated. Generally, nurses were found to have high commitment levels in contexts where normative commitment was the most dominant. Cao *et al.*, [17] reveal that nurses have high levels of

commitment, but the lowest level of commitment is in normative commitment. On the other hand, Asiri *et al.*, [18] state that nurses are moderately committed and have high levels of normative commitment. These findings demonstrate that all professional values domains have a moderate to significant correlation with all organisational commitment domains. The first domain of professional values, self-concept of the profession, has the highest correlation with normative commitment. This is in opposition to the originality domain, which does not correlate with any aspects of organisational commitment. Cho and Lee [19] agree with these findings as they measured the positive relationship between nursing students' professional values and organisational commitment. Therefore, it can be seen that values are

truly influential on organisational commitment. For instance, a study conducted in non-healthcare sectors demonstrates that professional work ethics affect employees' organisational commitment [20].

Values affect commitment in multiple directions. For example, professional values are informed by personal values, resulting in greater commitment if nurses identify a match between their own values and the organisation's values. Research on the effect of spiritual values on the workplace indicates that spiritual values at work are one of the most important factors for fostering employees' organisational commitment because these values concern care, compassion, support of others, and integrity [21]. Moreover, Valentine and Barnett [22] assert that organisational commitment increases when the employees believe that the organisation has strong ethical values. Hashish [23] determines that nurses' perceptions of their organisations' overall ethical climate is positively linked to each domain of organisational commitment. Comparable to the result of the present study, Cao *et al.*, [24] identify that positive professional self-concepts result in increased organisational commitment. Johnson and Chang [25] explain that nurses who have positive professional self-concepts have high levels of professional competence and they efficiently cope with the pressures of the workplace; they are more likely to be devoted to their work assignments, they identify more strongly with their organisation, and they have a stronger wish to remain in their organisation. The present study concludes that professional values, gender, level of education, and ethics are predictors of organisational commitment. Echoing these results, Haji *et al.*, [26] identify a direct relationship between professional ethics and organisational commitment. Further educational achievements and working hours are also predictors of organisational commitment. Labrague *et al.*, [27] note that organisational commitment varies according to gender as women have higher commitment levels than men. Similarly, Ghonem and Abdrabou [28] affirm the association between nurses' professional values and their organisational commitment, in that strong professional values lead to greater commitment. However, Khodadadei and Salehi [29] note that nurses with excellent clinical competencies have higher organisational commitment. Scholars in the business sector have explored other predictors of organisational commitment, including Zanolvi *et al.*, [30], who find that teamwork, good leaders, and organisational support are predictors of organisational commitment.

CONCLUSION

Professional values and organisational commitment are important concepts in the nursing profession as they have both a direct and indirect effect on nursing practices. This study demonstrates the significant relationship between professional values and organisational commitment. Furthermore, it sheds light

on some predictors of organisational commitment that can be useful for nursing administrators.

Ethical Considerations

The study has no risk of harming the participants; on the contrary, it benefits them by providing new information on professional values and organisational commitment. The information sheet contained all the relevant information on the research project as well as the researcher's contact details if the participants had any queries. It also stated that the participants will receive a copy of the research after it is published. The researcher respected the participants' autonomy by allowing them to withdraw from the study at any time. The researcher explained the study's aim to the participants, and they were asked to sign an informed consent form. The participants were assured that their information would remain confidential as the methods employed did not reveal the participants' identities due to numbers, rather than names, being used to identify the participants. Moreover, only the primary investigator had access to the data after they were collected, after which they were stored in a locked cabinet. Ethical approval was obtained from the King Saud University Subcommittee for Humanities and Social Research Ethics (KSU-HE-21-295) and from the Saudi MOH (IRB A01136).

Author Contribution

Authors testify that all persons designated as authors qualify for authorship and have checked the article for plagiarism. If plagiarism is detected, all authors will be held equally responsible and will bear the resulting sanctions imposed by the journal thereafter. RG&OS conceived and designed the study, conducted research, provided research materials, and collected and organized data. MEA analyzed and interpreted data. MA wrote initial and final draft of article, and provided logistic support. All authors have critically reviewed and approved the final draft and are responsible for the content and similarity index of the manuscript.

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CONFLICTS OF INTEREST

The author declares that there are no conflicts of interest.

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