



Evaluation nurses' professional behavior and its relationship with organizational culture and commitment in 2015

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ABSTRACT

Professional behavior of nurses is basic concepts which depends on several individual and organizational factors. In recent decades much attention has been given to organizational culture and organizational commitment. Therefore, the aim of this study was to evaluate nurses' professional behavior and its relationship with organizational culture and commitment. This descriptive correlational study was done on 200 nurses from hospitals affiliated to Iran University of Medical Sciences in 2015, using stratified random sampling. To collect the data, demographic information, Goze professional behavior questionnaire, Robbins organizational culture questionnaire and Allen & Meyer organizational commitment questionnaire were used. Chi-square test and Pearson and Spearman correlation were used to analyze the data. The mean score of nurses' professional behavior was 108.98 ± 17.41 , the mean score of organizational culture was 42.56 ± 17.32 and the mean score of organizational commitment of nurses was 97.94 ± 8.66 . Pearson correlation coefficient analyses did not show significant correlation between professional behavior and organizational culture (P -value = 0.706 and $R = 0.027$) and organizational commitment (P -value = 0.152 and $R = 0.102$). The nurses' professional behavior did not have significant correlation with organizational commitment except normative commitment and did not have significant correlation with organizational culture except of attention to outcomes.

Keywords: Professional behavior, Organizational culture, Organizational commitment

INTRODUCTION

Professional behavior is basic and fundamental concepts in nurses' field. This phenomenon is the result of interaction of the individual - working environment and interpersonal relationships as well as culture and cultural backgrounds [1]. Many factors may affect nurses' professional behavior [2]. Professionalization is happened in this processes which depends on individual and many organizational factors within life [3]. The basic professional nursing tasks are related to clinical care of patients, which is the most important issue for health organizations [4]. Care center managers can use strategies to create or enhance organizational culture and organizational commitment of nurses to improve the performance of their employees and enhance care quality. Since the care forms the professional nursing monolithic, therefore creating or development of professional nursing improves quality of care [1].

On the other hand, no organization cannot succeed unless the members and staffs have obligation and strive to achieve its goals. One of the factors that an organization needs to achieve its goals, is commitment of members and staffs to the organization [5]. Organizational commitment predicts job performance, human resources, which constitute the foundation of the health care system, can offer useful services when they have a high motivation and morale and satisfaction and organizational commitment. This increases performance, efficiency and effectiveness of the organization. Conversely, indifferent or irresponsible members and staffs to the organization, transmitted this motivation to other staffs and reduces their function [6].

Nursing, as the main professional in the health sector, require nurses who accepted their careers and develop their professional attitude and features [7]. Nursing, as a professional activity, requires a sense of responsibility, a lot of caution and any shortcomings in the training and performance of this group is arguably the quantity and quality of health services and ultimately affect public health [2]. Nurses are responsible for the care of patients and having organizational commitment in the hospital, provides desirable professional services [8]. The reason that organizational commitment has been one the the interest of researchers, is that organizational commitment affects the behavior of employees in organizations, which represents the reason and importance of this field (9). In recent decades much attention has been given to organizational culture and organizational commitment which distinguishes successful and unsuccessful organization. Despite such claims, little research has done on this issue carefully and quantitatively [5].

Nurses should combine values, attitudes and knowledge acquired in the educational environment with organizational requirements and adapt with it. This adjustment creates organizational commitment, satisfaction, stability and a mutual acceptance sense and leads to internal motivation for work. This process can lead to a proper professional identity, consistent with the professional role, professional and organizational commitment and thus improve the quality of nursing care, on the other hand the inadequate performance of professionalism, can result negative outcomes such as burnout, loss of or decrease motivation and satisfaction of nurses in their professional career to be followed [10].

Several studies have been done on professionalization process, professional conduct in health care, organizational commitment and culture. But there are antithesis results in these studies such as lack of accurate quantitative research and lack of evaluating the effect of each of these variables on each other, which distinguish current research to other researches. Since each of these variables directly or indirectly affect quality of care, therefore the aim of this study was to evaluate nurses' professional behavior and its relationship with organizational culture and commitment.

MATERIALS AND METHODS

This is descriptive correlational study. In this study, 200 nurses from surgical and internal medicine departments of hospitals affiliated to Iran University of Medical Sciences such as Firoozgar, HazratRasoulAkram, ShafaYahyaian and Hasheminejad hospitals in 2015 were selected. To determine the sample size with 95% confidence level and 80% power and $r=0.2$ (the correlation coefficient between the professional behavior of each variable of organizational culture and organizational commitment), 200 samples was estimated. An allocation proportional to the number of nurses was used for sampling method. In other words, after determining the number of nurses in each of the health centers, the number of samples in each hospital was determined according to the total number of nurses. In such a way, from HazratRasoulAkram hospital (with total 345 nurses) 75 nurses, from Firouzgar hospital (with total 336 nurses) 72 nurses, from HashemiNejad hospital (with total 130 nurses) 29 nurses and from ShafaYahyaian hospital (with total 110 nurses) 24 nurses were selected randomly.

Inclusion criteria consists of nurses with a bachelor's degree (at least) and with two years' experience in working in one of the surgical or internal medicine departments of hospitals affiliated to Iran University of Medical Sciences and exclusion criteria consists of nurses without filling consent to participate the study, lack of respond to more than 30% of items of the questionnaire and nurses assigned to work.

To collect the data, demographic information (consist of nine questions, including age, sex, marital status, level of education, work experience, ward, the type of work shift, type of employment and the post of nurses), Goze professional behavior questionnaire, Robbins organizational culture questionnaire and Allen & Meyer organizational commitment questionnaire were used. Goze professional behavior questionnaire contains 27 questions based on 5 Likert scale "always", "often", "sometimes", "No comment" and "no" (range between 27 to 135 points). Robbins organizational culture questionnaire consists of components including creativity and innovation, risk taking, attention to detail, attention to outcomes, attention to members of the organization, impact of decisions on staff, attention to the team, ambition, courage and resilience. It contains 56 items, based on 5 Likert scale – score 5 (very high) score 1 (very low) - with scores range from 56 to 280, so the highest score indicates the maximum positive

attitude of an individual to the organization. A score between 56 and 95 is considered as poor organizational culture, score between 95 and 143 is considered as relatively favorable organizational culture and score greater than 143 is considered as optimal organizational culture.

Allen & Meyer organizational commitment questionnaire was designed in 1989 and is widely used to measure three dimensions of organizational commitment including affective, continuance and normative commitments. This questionnaire consisted of 24 items, each item consists seven options from strongly agree [7] to strongly disagree [1]. The questionnaire consists of three subscales: affective commitment (eight items, Questions 1-8), continuance commitment (eight items, questions 9-16) and normative commitment (eight items, questions 17- 24). It should be noted that scoring in 4, 9, 12, 14, 15, 17, 18 questions were reverse.

The content validity of the questionnaires was approved by 10 professors from the faculty of Nursing and Gynecology from Iran University of Medical Sciences. The Cronbach's alpha coefficients of Goze professional behavior questionnaire is 0.76 (13). The validity coefficients of the three dimensions of organizational commitment are between 72 to 84% and reliability coefficients are between 76 to 83 %. The reliability of this questionnaire was obtained 94 % in Nehrir et al. study [14]. The Cronbach's alpha coefficient and test - retest of organizational culture questionnaire were $r=0.81$ and $\alpha=0.82$ [15].

In order to comply with ethical considerations, introduction letter from the Faculty of Nursing & Midwifery, Iran University of Medical Sciences was obtained. After giving an introduction about the aims of the study to the authorities of hospitals, we started sampling. After obtaining nurses written consent, all questionnaires were filled for all nurses. Data were analyzed and reported only for patients who completed the questionnaires. Statistical analysis of data was performed using SPSS version 20 software. To compare qualitative variables between groups Chi-square test was performed. The normal distribution of all studied parameters was checked with Kolmogorov-Smirnov test. Student t-test and paired t-test were used for variables which were distributed in a normal way, besides Mann-Whitney and Wilcoxon test were performed for variables that have not normal distribution. Moreover, Pearson and Spearman correlation were used to analyze the data. The two tailed p-value < 0.05 were considered significant.

RESULTS

The majority of participants in this study were female 173 patients (86.5%) with age range between 25 and 35 years. 115 nurses (57.5%) were single and 161 nurses (80.5%) had bachelor's level education (Table 1).

Table 1. The demographic characteristics of nurses (n=200)

	Variables	Number	Percent
Sex	Female	173	86.5
	Male	27	13.5
Age	<25 years	32	16
	26- 35 years	112	56
	36 – 45 years	53	26.5
	>46 years	3	1.5
Marital status	Single	80	40
	Married	115	57.5
	Divorced	5	2.5
Educational level	B.Sc. (Bachelor of Science)	161	80.5
	M.Sc. (Master of Science)	37	18.5
	PhD	2	1
Work experience (year)	2-10 years	137	68.5
	11-20 years	59	29.5
	>21 years	4	2
Working shifts	Only in the morning	26	13
	Only in the Evening	17	8.5
	Only in the Night	63	31.5
	Rotationa	94	47
Employment status	Noted	49	24.5
	Contraction (free education commitment)	68	34
	Official	83	41.5
Position	Nurse	185	92.5
	Head nurse	15	7.5

The mean score of nurses' professional behavior was 108.98 ± 17.41 (38 - 135), the mean score of organizational culture was 42.56 ± 17.32 (6.7 - 100) and the mean score of organizational commitment of nurses was 97.94 ± 8.66 (72 – 126).

Pearson correlation coefficient between professional behavior and organizational culture was 0.027, which was not statistically significant (P-value = 0.706). There were negative correlation between professional behavior of nurses and risk-taking behavior, ambition and resilience, while there were positive correlation with other subscales. On the other hand, there were significant correlation between professional behavior and attention to detail subscales (P-value = 0.032. R = 0.152), while in other subscales, there were not statistically significant correlation.

Pearson correlation coefficient between professional behavior and organizational commitment was 0.102, which was not statistically significant (P-value = 0.152). There were negative correlation between professional behavior and continuous commitment, while there were positive correlation with affective commitment and normative commitment (P-value = 0.007. R = 0.191), while in other subscales, there were not statistically significant correlation (Table 2).

Table 2. The relationship between professional behavior and organizational culture and commitment in the health centers of Iran University of Medical Sciences in 2015

Subscales		Professional behavior	
		P-Value	r
Organizational culture	Creativity and innovation	0.715	0.026
	Risk taking	0.552	-0.042
	Attention to details	0.032	0.152*
	Attention to outcomes	0.157	0.0101
	Attention to members of the organization	0.331	0.069
	Impact of decisions on staff	0.495	0.049
	Attention to the team	0.805	0.018
	Ambition and courage	0.208	-0.089
	Resilience	0.564	-0.041
Organizational commitment	Organizational culture	0.706	0.27
	Emotional commitment	0.292	0.075
	Continuous commitment	0.462	-0.052
	Normative commitment	0.007	0.191*
	Organizational Commitment	0.152	0.102

* P<0.05

DISCUSSION

The aim of this study was to evaluate nurses' professional behavior and its relationship with organizational culture and commitment in the hospitals affiliated to Iran University of Medical Sciences in 2015. The results of this study showed that professional behavior did not have significant relationship with organizational culture and commitment. This study showed that nurses had high organizational culture. Organizational culture in hospitals of Tehran University of Medical Sciences from perspectives of nurses was in a relatively favorable level (12). Results of the study showed that the majority of nursing teachers had a moderate level of professional attitude that 71.5% in the use of professional organizations aspect, 60% in believing in the public service aspect, 64.8 % in the belief in self-regulation aspect, 64.4 % in the sense of commitment aspect, and finally, 61.8% in professional independence aspect had middle level of gained scores [7].

Organizational culture has been spread to organizational behavior in last two decades and is one of the main topics, which forms the management and has been recognized as one of the most effective agents in organizations development (16). In health organizations with a strong culture, quality of health care is desirable [17]. This study reported that high percentage of nurses desire to have professional behavior.

In a study, nurses were feeling that they were not yet fully professional and had complex problems and numerous issues in this way [1]. In another study evaluating the impact of nurses' professional behavior on organizational outcomes and patients, showed that professional behavior of nurses at all levels had positive impact on their content, while had less effect on other dimensions [4]. Since the care forms the professional nursing monolithic, therefore creating or development of professional nursing improves quality of care [1].

Since the formation of professional behavior is effected by the hidden curriculum and professional socialization process of nurses and as well as, various universities have different institutional space and consequently a different organizational culture and according to performing this study in hospitals affiliated to Iran University of Medical Sciences, therefore considering to the characteristics of the samples and inclusion criteria, the results of this study may not generalize to other universities. On the other hand, according to the concepts in this research and the method of data collection which is based on a questionnaire, therefore the results may not exactly match the reality. Another limitation of this study is to use self-reporting method for the evaluation of professional behavior,

organizational commitment and culture. Although multiple sources have mentioned various ways, such as by colleagues, managers and supervisors, however, the use of self-report have mentioned as valid method however using integrated assessment seemed to access richer information.

CONCLUSION

However, nurses had moderate to high level in terms of professional behavior, but somewhat away from the desired level. Due to the important role of nurses in health centers, necessary proceedings should be performed authorities of health centers to improve the situation and promote the professional behavior of nurses in the country. In other words, attention to the education and continuous assessment of knowledge and skills, nurses place in the health system, the social status of nursing, have major role in promoting professional capability and professionalism of nurses. These nurses had moderate to high level in terms of commitment to the organization, but were weak in terms of culture. According to that the nurses' organizational culture could affect the performance and satisfaction, therefore, this aspect requires attention. It is recommended to promote education and receive counseling in order to develop organizational culture and commitment in nurses.

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Conflict of interest

No conflict of interest to declare.

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