

Mediation Effect of Organizational Commitment between the Professional Self-Concept and Organizational Citizenship Behavior of Clinical Nurses

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Abstract. The purpose of this study was to identify the relationship among Professional Self-Concept, Organizational Commitment, and Organizational Citizenship Behavior and then determine whether Organizational Commitment has a mediating effect. The result was Organizational Commitment had a partial mediating effect between Professional Self-Concept and Organizational Citizenship Behavior. The major findings of this help us understand how the research concepts are related to each other

Keywords: Professional Self-Concept, Organizational Commitment, Organizational Citizenship Behavior

1 Introduction

These days, nurses are asked to take ownership; this behavioral induction is possible through organizational citizenship behavior. Organizational citizenship behavior refers to the self-initiated behaviors of the members of an organization. Because these are desirable behaviors that enhance individual productivity and effectively improves an organization's overall productivity by enhancing its functions, they are needed now more than ever by hospital organizations that face rapid changes in their environment.

Organizational citizenship behavior refers to a behavior with a sense of ownership and duty as the basis for it, in which a member of an organization exerts greater effort towards the development of the organization and does more than what is required without receiving proper compensation, thereby taking the initiative to act for the organization to which they belong. Accordingly, it was found that medical institutions should focus on the organizational citizenship behavior of nurses when pursuing higher quality in nursing services and organizational productivity. However, research revealed that organizational citizenship behavior was influenced by professional self-concept and organizational commitment

To summarize the relationships between professional self-concept, organizational commitment, and organizational citizenship behavior that have been mentioned thus far, professional self-concept may directly or indirectly affect organizational commitment, and organizational citizenship behavior and organizational commitment

may affect organizational citizenship behavior. However, it was difficult to find a study that comprehensively examines these relationships all together, much less one such study that pertains to nurses.

Purpose

The purpose of the study was to determine the mediating effect of organizational commitment on the relationship between professional self-concept and organizational citizenship behavior in clinical nurses.

2 Method

Design

The study is a descriptive research investigating the mediating effect of organizational commitment on the relationship between professional self-concept and organizational citizenship behavior in clinical nurses.

Sampling and Data Collection

Prior to data collection for the study, permission was obtained from the Institutional Review Board and approval was obtained from the participating hospitals after explaining the purpose of the study. Then, the ethical aspects of the study, guarantee of confidentiality, and the right to withdraw from the study, were explained to clinical nurses; 360 nurses consented and were surveyed.

Measurements

For the Professional Self Concept, A Korean translation of Arthur's Professional Self Concept of Nurse Instrument (PSCNI) was used, for the Organizational Commitment, 6 items from the Affective Organizational Commitment Scale developed by Meyer and Allen organizational commitment scale were used, and for the Organizational Citizenship Behavior, Park's adaptation of Organ's organizational citizenship behavior was used.

Data Analysis

The 3-step hierarchical regression analysis proposed by Baron and Kenny was used to examine the mediating effect of organizational commitment on professional self-concept and organizational citizenship behavior. The significance of the mediating effect was verified with Sobel's test.

3 Result

Mediation Effect of Organizational Commitment between the Professional Self-Concept and Organizational Citizenship Behavior

The results of the first step showed that the independent variable, professional self-concept, had a significant effect on the mediating variable, organizational commitment ($\beta=.56, p<.001$), while, in the second step, the independent variable, professional self-concept, had a significant effect on the dependent variable, organizational citizenship behavior ($\beta=.48, p<.001$). In the third step, when both professional self-concept and organizational commitment were employed in the model, organizational commitment had a significant effect on organizational citizenship behavior ($\beta=.17, p=.003$), as did professional self-concept, though to a lesser extent than in the second step ($\beta=.38, p<.001$). When Sobel's *z*-test was conducted to verify the significance of the mediated pathway, the *z*-value was at a significant 2.92 ($p=.003$), and so, the partial mediation of organizational commitment on the relationship between professional self-concept and organizational citizenship behavior was verified.

Table 1. Mediation Effect of Organizational Commitment between the Professional Self-Concept and Organizational Citizenship Behavior (N=357)

Stage	Route	<i>b</i>	β	<i>p</i>	<i>R</i> ²	Sobel test (<i>p</i>)
1	Professional Self-Concept → Organizational Commitment	1.85	.56	<.001	.31	
2	Professional Self-Concept → Organizational Citizenship Behavior	.65	.48	<.001	.23	2.92(.003)
	Professional Self-Concept →	.52	.38	<.001		
3	Organizational Citizenship Behavior				.24	
	Organizational Commitment →	.07	.17	.003		
	Organizational Commitment → Organizational Citizenship Behavior					

4 Discussion

When the mediating effect of organizational commitment was examined between the professional self-concept and organizational citizenship behavior in nurse practitioners, professional self-concept was found to directly influence organizational citizenship behavior, and to do so more powerfully when organizational commitment served as a mediator. This was similar to the finding that organizational citizenship behavior has mediating effects, as found in a study that verified the mediating effect of organizational commitment in the relationship between professional self-concept

and organizational citizenship behavior. Thus, the relationships between the variables involved in the current study should be considered when organizational effectiveness is sought in today's rapidly changing medical environment via the induction of earnest, participatory, and self-initiated actions of nurses.

In addition, if the finding that the correct establishment of self-identity in regard to one's professional self-concept will influence organizational commitment and induce organizational citizenship behavior, and organizational effectiveness is properly understood, personal and organizational efforts, and the establishment of systematic strategy that can enhance various plans for increasing the productivity of nursing services, may prove to be important opportunities; this is especially true with regard to one's professional self-concept. In addition, because organizational citizenship behavior in nurse practitioners is an extremely crucial core variable for the effective development of medical or nursing organizations, methods for improving professional self-concept, which affect such a development, should be researched, and work environments should be improved to allow members to exercise effective and positive work skills via active organizational commitment.

The significance of the current study was to propose the direction of an effective nursing intervention for the betterment of organizational productivity via a regression analysis and verification of the causal relationship between professional self-concept, organizational commitment, and organizational citizenship behavior in nurses.

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