

ORGANIZATIONAL COMMITMENT AMONG THE NURSES IN MALAYSIA: PERSPECTIVES FROM SHARIAH AND POLICY

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ABSTRACT

This study digs into the dynamic interplay of agreeableness and openness to experience, examining their tremendous impact on organisational commitment among nurses in Malaysia. Using a cross-sectional technique, 666 nurses were surveyed at Malaysian public hospitals. The intriguing findings show a significant relationship between agreeableness, openness to experience, and organisational commitment. Notably, nurses' agreeable character and receptivity to experiences emerge as catalysts, affecting their self-organisational commitment and therefore fortifying the groundwork for heightened hospital efficiency. This study reveals the vital connection between individual characteristics and organisational commitment, offering light on the complex interactions that drive nursing performance and, thus, the overall success of healthcare services. This study also high-

lights the importance of organisational commitment from shariah and law perspective. Finally, the study provides practical implications for human capital and organisational behaviour.

Keywords: *organisational commitment, agreeableness, openness to experience, policy, shariah and nurses*

INTRODUCTION

Malaysia has made amazing advances in its healthcare system since achieving independence, significantly improving the overall health of its population. Despite beginning in a promising position for a developing country, life expectancy at birth has increased dramatically, increasing by more than ten years. This highlights the nation's focused efforts and effective techniques in promoting and sustaining its residents' well-being over the years. Rapid decreases in infant, child, and maternal mortality have contributed to this increase in life expectancy (Atun et al., 2016).

The increase in population will result in "patient-centred" healthcare services that are responsive to the requirements and expectations of patients. In Malaysia, service-based and nonprofit organisations, such as public hospitals, require employees who consistently exercise discretionary behaviours that exceed their official employment requirements and benefit the entire operation (Yusof et al., 2018). The efficacy of hospital services is highly dependent on nurses because they are the largest employment group, the hub of the healthcare team, and interact directly with patient care (Altuntas & Baykal, 2010; Erdenk & Altuntaş, 2017; Kazemipour & Mohd Amin, 2012; Yu et al., 2018).

Working is more than a mere occupation. A nurse must learn how to diagnose and heal patients who are ill (Mamud et al., 2023). The performance of the nurses in providing patient care is one indicator of a hospital's performance as one of the organisations responsible for providing public services in the health sector (Choi & Yu, 2022; Kurniawan et al., 2016; Mamud et al., 2023).

Hospital efficacy is significantly influenced by the performance of nurses. Nurses play an essential role in the provision of services because they are officers who are on the frontline and nearby, as well as those who spend the most time assisting patients and their families with their pain and suffering. Therefore, organisational commitment is a crucial tool that can influence the effectiveness and efficiency of nurses' service delivery performance.

A growing number of Malaysians are infected with hazardous diseases and hospitalised as a result of their busy and hectic lifestyles (Anvari et al., 2017;

Sang Long et al., 2014). When the quarantine was implemented during the COVID-19 pandemic (Anand et al., 2023; World Health Organisation, 2021), the workplace environment changed. The pandemic has also influenced the global population. Children of all ages are negatively affected by stress in addition to adults (Hena et al., 2020). Employees who committed are deemed capable of aiding an organisation in overcoming these challenges (Chen & Jin, 2014; Wu & Lee, 2017).

Healthcare is not merely a function within an organisation. A nurse must comprehend how ill patients can be treated and cared for. In addition to other factors, the quality of a hospital's function as one of the institutions responsible for providing public services in the health sector is demonstrated by the efficiency with which nurses provide patient care (Gan & Yusof, 2018; McPake et al., 2013).

As the number of patients admitted to hospitals increases, the nature of the work performed by nurses in the public sector becomes increasingly demanding, and they are faced with an immense burden. A hospital is a vital component of people's lives because it provides medical treatment. When hospital organisational functions operate efficiently, optimal service can be provided. The operation must also be supported by personnel who are dependable, dedicated, and committed to the organisation's objectives (Heriyadi et al., 2020).

Relevant Law and Guidelines on Nurses in Malaysia

In carrying out their daily duties and responsibilities, nurses in Malaysia are subject to several important laws and guidelines. The Malaysian Nursing Board oversees the training and disciplinary measures for nurses to ensure adherence to the guidelines outlined in the Nurses Act 1950 and Nurses Registration Regulations 1985. Nursing practice necessitates specialized knowledge, skills, and the ability to make independent decisions. The primary role of the Malaysian Nursing Board is to set and enhance standards of nursing care aimed at safeguarding the public. Compliance with these following laws, regulations, and guidelines is crucial for nurses to ensure that they perform their duties with high professionalism, adhere to nursing ethics, and ensure the safety and well-being of their patients.

- a) Nurses Act 1950 and Nurses Registration Regulation 1985: These law and regulation provide the framework for nursing management in Malaysia. It includes regulations related to registration, name changes, and discipline within the nursing profession.

- b) Midwives Act 1966: This Act regulates the registration, training, and supervision of midwives in Malaysia. It establishes professional standards and ethics for midwives in providing healthcare to mothers and infants.
- c) Code of Professional Conduct for Nursing: It complements the Nurses' Act and Regulations, 1985. The Code set by the Nursing Board Malaysia is essential in ensuring high standards of ethical behaviour, competence, and accountability within the nursing profession. It guides nurses in providing quality care by respecting patients' rights, maintaining confidentiality, and promoting safety and well-being. The Code emphasizes the importance of professionalism, ethical conduct, and collaboration with the healthcare team, while discouraging abuse of power, misconduct, and involvement in unethical activities. By adhering to this Code, nurses uphold public trust, protect the integrity of the profession, and ensure compliance with legal and regulatory standards, ultimately safeguarding both patient care and the nursing profession's reputation.

As such, based on the laws and guidelines, it is strongly proved nurses is one of the important professions that are well regulated which also emphasising the importance of work ethics to be applied and abided by the nurses in healthcare sector.

Islamic Law Perspective on the Organizational Commitment

Generally, Shariah also encourages individuals to fulfil their responsibilities diligently and conscientiously. Organizational commitment, therefore, entails employees dedicating themselves to their roles and responsibilities within the organization, recognizing their duties as a form of worship (*ibadah*) (Hashim, 2010). Shariah further emphasizes the importance of Islamic work ethics which form part of the good behaviour (*akhlaq*). Islamic work ethics is defined as the set of moral principles which distinguish between the right and wrong conducts based on Islamic teaching derived from Al-Quran and Sunnah (Arslan, 2001).

From the organisation context, the Islamic work ethics encourages the employees to have a trust in the workplace and ultimately reinforces set of moral principles through hard working, commitment, dedication, work creativity and cooperation (Yousef, 2001). In healthcare, it is translated into nurses' good set of moral values including dedication and hard work emphasizing on the patient-centred care where the dignity, privacy, and spiritual needs of patients are respected and prioritized. Following this, Nasution and Rafiki

(2019), highlight that the Islamic work ethics has a positive and significant relationship with organizational commitment. In an organizational context, commitment involves employees viewing their work as a means to serve the organization's mission and goals, as well as benefiting society at large through their contributions.

Additionally, from Shariah perspective, organisational commitment involves employees adhering to these principles by being truthful, transparent, and trustworthy in their dealings within the organization. Religiosity and trust in encouraging patient attitudes determine patient satisfaction (Ngatindriatun et al, 2024). As such, Shariah encourages individuals to serve others and contribute positively to society by emphasizing the importance of honesty and integrity in all transactions and interactions (Hashim, 2010).

The Concept of Organisational Commitment

With appropriate motivation and morale, high commitment and satisfaction, human resources in an organisation can only be advantageous and efficient (Khan et al., 2018; Mowday et al., 1979; Munawaroh et al., 2019; Noesgaard & Jørgensen, 2023). Organisational commitment has a unique position in human resource management and organisational behaviour research (Dabir & Azarpira, 2017).

Employees who are committed to their employer are more likely to go above and beyond their duties (Gassas & Salem, 2023; Podsakoff, 2000; Rodríguez-Rad & Sánchez del Rio-Vázquez, 2023). According to Organ and Ryan (Organ & Ryan, 1995), personnel who commit to an organisation are socially responsible.

In addition, Bishop et al.(Bishop & Scott, 2000) discovered a significant correlation within front-line employees' organisational commitment and their proven organisational citizenship behaviour. In addition to reducing absenteeism, delays, and relocations, the human capital that contributes to the company would result in a dramatic increase in operational efficiency, leading to a high level of employee commitment. High commitment to the organisation, as defined by traits including strong trust and acceptance of the organisation's objectives and values, a strong desire to work for the organisation, and a strong desire to remain a member (Abebe & Assemie, 2023; Cuypers et al., 2023; Ly, 2023; Wengang et al., 2023).

A lack of commitment and a low level of commitment would result in negative individuals, which would eventually affect performance, attrition, absenteeism, and reluctance to continue in business (Olof & Haider, 2016).

Despite the fact that contributions to the concept of organisational commitment differ considerably (Becker, 1960; Buchanan, 1974; Grusky, 1966; Hall et al., 1970; Hrebiniak & Alutto, 1972; Kanter, 1986; Sheldon, 1971; Wiener & Gechman, 1977), a number of patterns can be identified. Most of the concepts centre on commitment-related actions. For example, when one speaks of someone being “bound by his acts” or “behaviours exceeding formal and/or normative norms,” one is emphasising overt manifestations of commitment. These activities reflect opportunity costs in an organisation where individuals forget potential alternatives but still want to be affiliated with the organisation (Mowday et al., 1979).

Individual and organisational objectives are highly congruent (Hall et al., 1970). Several researchers reached similar conclusions (Mowday et al., 1979; Sheldon, 1971). The implementation of employee loyalty as an act of organisational commitment (Buchanan, 1974; Hrebiniak & Alutto, 1972; Thakur et al., 2017).

Agreeableness on Organisational Commitment

Also commonly associated with agreeableness are traits such as courtesy, flexibility, trust, good nature, cooperation, forgiveness, softness of heart, and tolerance (Emmerik & Euwema, 2007). Agreeableness is a challenging trait since various thoughts, minds, or ideas can be generated by different individuals. There will be a decision-making conflict if an employee does not exhibit acceptable conduct, and it will be difficult to resolve such an issue. In this instance, agreeableness refers to the necessity of ensuring that the tasks conducted can boost organisational commitment (Organ, 2017; Park & Kim, 2023). According to prior research, agreeableness is a significant predictor of organisational commitment (Patki & Abhyankar, 2016; Pletzer et al., 2021). Using a sample of 152 government employees, found that employees with an accommodating attitude were more likely to display organisational commitment (Hashim et al., 2017). Individuals who are amicable will have a positive outlook, will complain less, and will be more inclined to assist others (Alwi et al., 2021). All these factors will influence behaviour in the form of a propensity to work intentionally and voluntarily, thereby contributing beyond the role explicitly expected by an organisational commitment. Agreeableness is significantly associated with organisational commitment (Celik & Oral, 2016).

The behaviour of employees will affect their commitment to completing their mission.

In a similar vein, shariah also views that agreeableness involves a willingness to collaborate and work harmoniously with others, which fosters unity and strengthens social bonds, essential principles in Islamic teachings. Islamic work ethic clearly shows that Islam stresses on the need to collaborate with people in the workplace (Habib Rana and Shukat Malik, 2016).

Hypotheses 1: Agreeableness has positive relationship with organisational commitment.

Openness to Experience on Organisational Commitment

Openness influences a proactive personality because individuals are more likely to seek out new and challenging experiences and are less tolerant of the status quo (Liguori et al., 2013). Openness to experience is the propensity to search out new experiences and generate novel concepts. This variable was utilised by psychologists to comprehend human thought processes and predict various aspects of human behaviour (Park & Kim, 2023; Watjatrakul, 2016). Openness entails a tolerant disposition, as well as the capacity to assimilate information, maintain concentration, and be aware of a variety of thoughts, emotions, and impulsivity (Indarti et al., 2017). Previous researcher discovered, using a sample of 325 clerical employees, that employees who were open to experience were more likely to exhibit organisational commitment in the workplace (Patki & Abhyankar, 2016). Openness to experience tended to predict the criteria that are significant to learning and investigating; when employees have sufficient information, they will not hesitate to share or acquire new information (Choi & Lee, 2014).

In this context, Islam places a high value on knowledge and encourages Muslims to seek knowledge throughout their lives. Hence, Islam proposes training and development to increase the knowledge of workers of all levels (Hashim, 2010). Openness to experience involves intellectual curiosity and a desire for learning, which are virtues in Islamic tradition. While preserving traditional values, shariah allows for creativity and innovation within ethical boundaries. Openness to experience includes a willingness to think innovatively and adapt to changing circumstances, contributing positively to personal growth and societal advancement.

Hypotheses 2: Openness to Experience has positive relationship with organisational commitment.

The research model (Figure 1) was created based on the literature study and previous research findings. As previously stated, the independent factors in this study are agreeableness and openness to experience, whereas the dependent variable is organisational commitment. It should be noted that the goal of this study is to investigate the link between independent and dependent variables and determine their impacts.

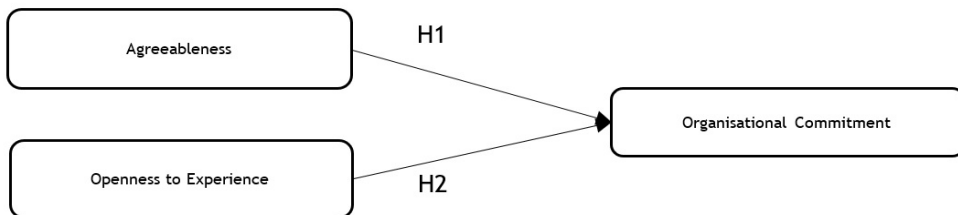


Figure 1. Research Model

METHODOLOGY

This research includes correlational examinations, which were carried out in naturalistic settings without any sort of artificial manipulation. This research focuses on collecting data only once, with as little interruption as possible, because the typical working environment of nurses lends itself to such an approach. Because the researcher was interested in the nurses' individual attitudes and behaviours with regard to the organisation, the individual was chosen as the unit of study.

The study was conducted in Malaysia, with extensive participation from public hospitals around the region. It was argued that fully exploiting self-report may produce a wide diversity of samples, with only employees who are in favour of the process participating and those who are opposed to the process being eliminated (Organ, 1988). Based on G*Power calculations, the study aimed for a target size of 368 participants. The researcher optimistically envisioned employing a nonprobability self-administrative distribution approach to voluntary public hospitals. Successfully surpassing expectations, the study achieved an impressive recruitment outcome, securing a robust sample of 666 participants.

This research strictly adhered to ethical guidelines, particularly due to its involvement with public hospitals. Adherence to these guidelines encompassed (1) registration in the National Medical Research Register (NMRR), (2) acquisition of a protocol number (NMRR-20-1946-52661(IIR)) sanctioned by MREC, (3) securing approval from the Hospital Director, and (4) obtaining clearance from the Clinical Research Centre (CRC) within the hospital. All these guidelines were diligently observed. Upon the approval of the proposal, a Matron-appointed representative from the Nurses Department in each hospital will take charge. This dynamic individual will serve as a crucial link to the researcher, working collaboratively to bring the research to life and ensuring a seamless integration into the hospital's vibrant healthcare landscape.

In the engaging pretesting phase, a debriefing method took centre stage. Three respondents, coupled with the valuable insights of two seasoned academic specialists in human resource management, enriching the questionnaire's refinement process. A Likert scale with five points, ranging from "1" (strongly disagree) to "5" (strongly agree), was used to make all the determinations regarding the independent variables. The dependent variable, on the other hand, was evaluated using a Likert scale of seven points, with responses ranging from "1" (strongly disagree) to "7" (strongly agree). In order to measure organisational commitment, contributed 10 items that were used with Cronbach's alpha value of 0.82 to 0.93 (Mowday et al., 1979). in order to conduct an analysis of agreeableness and openness to experience, a Cronbach's alpha value of 0.86 to 0.98 was utilised (Barbaranelli et al., 2003).

ANALYSIS

The process of data analysis has been partitioned up into two distinct stages. Using SPSS version 25 (SPSS Inc. 2017), the first step involved conducting a descriptive analysis of the data by calculating the means, standard deviations, frequencies, and percentages. During the second phase, the Partial Least Squares-Structural Equation Modelling (SmartPLS) technique was utilised to determine two models: the measurement model (composite reliability, construct validity, convergent validity, and discriminant validity), and the Structure model (coefficient of determination, effect size, predictive relevant, and path.

RESULT

Statistics Descriptive

Over a thousand surveys were sent, and a total of 666 response sets were obtained from the five public hospitals. Despite this, we were only able to make use of 641 complete sets of surveys. Because there was insufficient data, the remaining 25 sets of questions were disregarded.

Along with the process corrections, the amount of common method variance (CMV) was assessed as well. In order to evaluate the severity of the CMV infection, the single-factor test developed by Harman was utilised. According to the results of the unrotated analysis of the main component factors, the first factor was responsible for 25.884 percent of the covariance. Because the first component was responsible for less than half of the total variation, it is clear that there will not be a substantial issue with CMV (Sekaran & Bougie, 2010). The analysis of the study was not affected in any way by CMV.

Mean Score and Standard Deviation of the Study Variables

The data analysis of the respondents was shown in Table 1, and it showed that agreeableness with mean 5.266 and openness to experience are practically with mean scores of 5.376 and standard deviations of 0.826 and 0.830, respectively. in the same vein, the opinions of the respondents on organisational commitment at mean 3.655 and standard deviations of 0.650.

Table 1: Mean Scores and Standard Deviation for Study Variables

Variables	M	SD
Agreeableness	5.266	.826
Openness to Experience	5.376	.830
Organisational Commitment	3.655	.650

Measurement Model

As shown in Table 2, most of the measurement models used in the Smart PLS study are both (a) reliable (as measured by values loading and composite reliability) and (b) valid (as measured by convergent validity and discriminant validity, including AVE and discriminant validity).

Table 2: Results of Items Reliability, Internal Consistency and Convergent Validity

Construct	CR	AVE
Agreeableness	0.939	0.756
Openness to Experience	0.919	0.740
Organisational Commitment	0.943	0.673

Table 3 displays the results of the HTMT ratio and shows that all the ratio values are below the threshold. Discriminant validity is confirmed when a value that is greater than the threshold is nonetheless valid and usable at the upper level of the construct.

Table 3. Discriminant Validity based on Heterotrait-Monotrait (HTMT) Ratio

	1	2	3
1. Agreeableness			
2. Openness to Experience	0.173		
3. Organisational Commitment	0.509	0.318	

Note: Shade grey >HTMT_{0.90} (Henseler et al., 2015)

Structural Model

The structural model was established using the R² coefficient of determination, the path coefficient importance and the effect size (f²)78. As shown in Figure 2 contribution to describing the endogenous variables was 0.313, or 31.3%. According to Hair et al. (Sarstedt et al., 2019) which facilitate modeling a construct on a more abstract higher-level dimension and its more concrete lower-order subdimensions, have become an increasingly visible trend in applications of partial least squares structural equation modeling (PLS-SEM an impact size of 0.02 is considered minor, 0.15 is considered medium, and 0.35 and above is considered a significant effect on an endogenous variable. Figure 2 shows that the large effects for both agreeableness and openness to experience which indicate that both attributes affect organisational commitment.

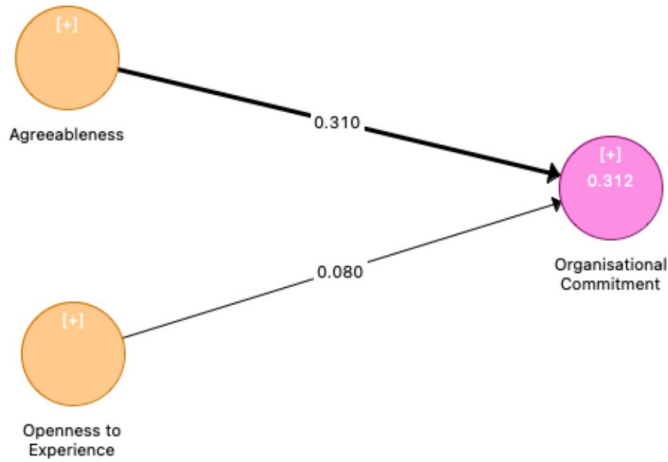


Figure 2. R Square Adjustable

Bootstrapped path analysis is shown in Table 6. If the p-value for the association between the exogenous variable and the organisational commitment endogenous variable is less than 0.01, then the relationship is meaningful. The effects of organisational commitment on agreeableness were favourable and statistically significant ($\beta = 0.468$, $t = 10.545$, $p > 0.01$). Organisational commitment also had a much effect from openness to experience ($\beta = 0.237$, $t = 5.536$, $p > 0.01$)

Table 4. Path Analysis Result

Hypotheses	Relationship	Std Beta (β)	Std Error	t-value	P Values	CI 95% LL	CI 95% UL
H1	Agreeableness → Organisational Commitment	0.468	0.044	10.545**	< 0.01	0.378	0.553
H2	Openness to Experience → Organisational Commitment	0.237	0.043	5.536**	< 0.01	0.151	0.318

Note : The study applied a 95% confidence interval with bootstrapping of 5,000
 : Significant t-value above 1.95

CONCLUSION

Legal framework particularly based on the laws and guidelines governing the nursing profession in Malaysia are paramount in ensuring the competence, ethical conduct, and quality of care provided by nurses. Laws like the Nurses Act 1950 and Midwives Act 1966 establish standards for registration and practice, ensuring only qualified professionals enter the field and maintain high levels of proficiency. The Code of Professional Conduct for Nursing sets ethical standards that guide nurses in their interactions with patients and colleagues, fostering a culture of respect, integrity, and patient-centred care. Institutional policies and guidelines further ensure consistency and safety in healthcare practices, covering critical areas such as infection control and medication management. By adhering to these regulations and guidelines, nurses uphold public trust, contribute to positive patient outcomes, and continuously improve their skills through evidence-based practices, ultimately enhancing the overall quality of healthcare delivery in Malaysia.

This ethical profession is evidenced by this study whereby the results of this study support hypothesis 1 regarding the relationship between agreeableness and organisational commitment. The results indicated that agreeableness is a factor in the relationship with organisational commitment ($\beta = 0.057$, $t = 1.041$, $p > 0.01$). Corresponding findings with Celik and Oral (Celik & Oral, 2016) and Indarti et al. (Indarti et al., 2017) in which agreeableness was found to be highly significant, which increases organisational commitment. This finding indicates that nurses have diverse thoughts, minds, or ideas; consequently, agreeableness will be achieved through their behaviour (Gassas & Salem, 2023). There will be a decision-making process in which every employee can conduct appropriately, and the situation will become easier to resolve. When employees can concur and disagree, they will be highly committed to working together and may perform additional work. They were more than willing to concur or disagree with one another without regard for others.

Moreover, Shariah encourages peaceful conflict resolution through negotiation, compromise, and forgiveness. Agreeable individuals are inclined towards resolving disputes amicably, promoting reconciliation and maintaining organisation cohesion. This is also in line with the Code of Professional Conduct for Nursing whereby the professional nursing practice based on the element of teamwork which requires the nurses works collaboratively and co-operatively with other members of the health care team. As such, he/she does not hesitate to consult appropriate professional colleagues when needed. Islamic work ethic derived from Islamic teaching also emphasizes the need to

be courteous, humble and cooperative both in personal and work environments (Wahab, 2014).

The quality of work possessed by the nurses is also evidenced by hypotheses 2 whereby it is found that the relationship between organisational commitment and openness to experience were significant ($\beta = 0.103$, $t = 1.98$, $p 0.01$). This finding supports the notion that the relationship between openness to experience and organisational commitment is positive and significant (Indarti et al., 2017). According to prior researchers, openness to experience is a reliable indicator of organisational commitment (Erdheim et al., 2006; Kappagoda, 2013).

This study demonstrates that receptivity to experience necessitates organisation-wide dedication. In other words, nurses who possess additional knowledge or skills will be more dedicated; they will continue to be devoted to their work regardless. The relevant factors for learning appear to be predicted by receptivity to experience. Therefore, nurses who are more open are more likely to seek out novel and challenging experiences and less likely to accept the status quo; openness influences proactive personality. This finding is consistent with previous research, which found that openness to novel experiences is one of the factors that influences an individual's work commitment in an organisation (Emmerik & Euwema, 2007; Indarti et al., 2017; Nishantha & Eleperuma, 2018; Patki & Abhyankar, 2016). The more nurses seek out information to help them learn more, the more committed they will be because they will be competent and not mind doing additional work.

Moreover, openness to experience involves intellectual curiosity and a desire for learning, which are virtues in Islamic tradition. The nurses code of conduct also requires the nurses to keep up with advances in nursing, medical and health practices to maintain competence in nursing knowledge and skills. Consequently, Islamic teaching also encourage the acquisition of knowledge and working for the welfare of the community (Hashim, 2010; Javaid *et al.*, 2022). Islamic spirituality through Islamic work ethics and work attitudes positively influences job satisfaction and organisational commitment (Asutay et al., 2022).

RECOMMENDATION

This study demonstrates the potential benefits of a positive effect of personality on nurses' organisational commitment. By taking into consideration the aforementioned factors, hospital administrators can improve the productivity of their staff and the quality of the local healthcare system. This information could assist nursing institutions in recruiting candidates with a greater variety

of profiles. Selection begins well before students apply to nursing school, as some prospective candidates may eliminate themselves due to preconceived notions about the types of students accepted by nursing schools.

Personality assessments must be administered in a manner that does not discriminate against protected characteristics such as race, gender, religion, or disability. All assessments should be job-related and consistent with business necessity. Incorporating personality assessments into screening processes and determining which traits students must possess to meet the changing requirements of the medical profession and society could enable nursing schools to recruit students from diverse backgrounds and personal characteristics.

Furthermore, policy considerations should be integrated to ensure that personality assessments in nursing school admissions are conducted ethically, fairly, and in accordance with legal standards. This approach safeguards against discrimination and promotes transparency in candidate selection, ultimately benefiting both nursing institutions and the healthcare sector at large.

Among the functions of the Nursing Board Malaysia is to regulate the conduct and competency of the nurses in Malaysia. Guidelines and Standards Criteria for the approval/accreditation of nursing programmes require all nursing programs fall under the jurisdiction of the Nursing Board Malaysia. Any educational institution seeking to introduce a nursing program must adhere to the eight standards established by the board before seeking approval. If there are significant changes to the approved curriculum (more than 30% changes), student enrolment numbers, staffing, program resources, or the addition of new program sites (such as new branches), the institution must formally notify the board in writing. This notification is required for the board to reassess the suitability of the proposed changes. These procedures are pivotal to uphold the professionalism of nurses in Malaysia and therefore should be followed by all the stakeholders.

LIMITATION

The limitation relates to the method of data collection, as conventional random sampling cannot be used in this study because data is collected only from “three departments” of volunteer respondents. Due to the current situation, which is a pandemic occurring in Malaysia, the three departments stipulate that the responses must come from the department selected by the KPJ. The researchers are unable to conduct a standard random sample because they cannot acquire an accurate list of the nurse’s name from each department, and

the organisation's regulations prohibit the disclosure of personal information to a third party. Thus, population sampling was employed by shipping the questionnaire to the respondents, and the data collected was contingent on the respondents' willingness to participate and provide accurate information.

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AUTHOR DECLARATION

All of the authors have confirmed that they do not have any conflicts of interest.

AUTHOR CONTRIBUTION

The author contributed all writing, review and editing.

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