



ORGANIZATIONAL VALUES AND EXTERNAL ENVIRONMENTAL FACTORS INFLUENCING THE DECISION-MAKING OF NURSING EDUCATORS IN A SELECTED SCHOOL OF NURSING IN PANGASINAN, PHILIPPINES

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Abstract:

This study examined the organizational values and external environmental factors influencing the decision-making of nursing educators in a selected school of nursing in Pangasinan. Specifically, the study determined the relationship between the respondents' demographic profile, organizational values, external environmental factors, and the standard procedures and guidelines observed in decision-making practices. A quantitative descriptive-correlational research design was utilized in the study. The respondents consisted of 87 nursing educators, including faculty members and clinical instructors, selected through total enumeration sampling. Data were gathered using a structured survey questionnaire developed by the researcher and validated by experts in nursing education and research. Statistical tools such as frequency, percentage, weighted mean, and Pearson Product-Moment Correlation Coefficient were used to analyze the data. Findings revealed that organizational values and external environmental factors had a very high influence on the decision-making practices of nursing educators, particularly in planning, organizing, directing, and controlling and coordinating activities. Skilled communication, collaboration, and authentic leadership were also found to be highly observed among respondents. Significant relationships were identified between the respondents' profile and their perceptions of organizational

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values and decision-making practices. Moreover, a highly significant relationship existed between organizational values and decision-making practices. The study concluded that organizational support systems, leadership practices, and external environmental conditions play an important role in shaping the decision-making behavior of nursing educators. Based on the findings, a Decision-Making Enhancement Model for Nursing Educators was proposed to strengthen leadership practices, collaboration, and organizational support within nursing education.

Keywords: organizational values, nursing educators, decision-making, external environmental factors, leadership

1. Introduction

The practice of nursing leadership and education today takes place in increasingly complex organizational environments. Rapid changes in healthcare systems, technological advancement, evolving educational standards, and increasing expectations from regulatory bodies have expanded the responsibilities of nursing professionals, including those involved in academic institutions. Nursing educators, particularly faculty members and clinical instructors, are expected not only to teach theoretical knowledge and clinical competencies but also to make decisions that influence academic programs, student learning, and professional practice.

Organizational values serve as guiding principles that influence how individuals within an institution behave, interact, and make decisions. In academic institutions, these values often reflect the institution's mission, vision, ethical standards, and professional expectations. For nursing educators, these values become essential in guiding decisions related to curriculum planning, student supervision, professional collaboration, and clinical instruction.

At the same time, nursing educators operate within a broader external environment that includes regulatory agencies, accreditation standards, professional organizations, healthcare institutions, and societal expectations. External forces such as curriculum requirements from regulatory bodies, healthcare system demands, and technological developments also influence decision-making processes within nursing education.

Despite the growing body of literature on leadership and decision-making in healthcare organizations, limited attention has been given to nursing educators in academic institutions, particularly in provincial settings. Thus, this study seeks to examine the organizational values and external environmental factors influencing the decision-making of nursing educators in a selected school of nursing in Pangasinan.

2. Literature Review

2.1 Organizational Values in Nursing Education

Organizational values continue to influence behavior and decision-making within academic institutions. Studies have shown that values such as integrity, collaboration, accountability, and transparency contribute to effective leadership and improved organizational outcomes among nursing professionals.

According to Alshammari, Pasay-an, and Gonzales (2022), organizational culture and institutional values significantly affect faculty engagement and teaching effectiveness in nursing education. Similarly, Boamah (2021) emphasized that value-driven leadership improves trust and professional performance.

2.2 External Environmental Factors

Nursing education is continuously shaped by external environmental factors such as regulatory policies, healthcare demands, technological advancements, and global health trends. These factors influence curriculum development, teaching strategies, and clinical training requirements.

Labrague et al. (2021) noted that nursing educators experienced significant challenges during the transition to online learning, requiring rapid decision-making and adaptation of instructional strategies.

2.3 Managerial Functions in Decision-Making

The managerial functions of planning, organizing, directing, controlling and coordinating remain essential in nursing education. Effective planning ensures that educational programs remain aligned with institutional goals and healthcare needs, while organizing promotes efficiency and collaboration among educators. Leadership practices also influence directing and supervision within academic settings. Supportive leadership enhances faculty engagement and student learning experiences.

2.4 Synthesis of Literature

The reviewed literature highlights that organizational values, leadership practices, and external environmental factors significantly influence decision-making in nursing education. However, most existing studies focus on hospital-based nurse leaders rather than nursing educators in academic institutions. This study addresses this gap by examining these factors within a selected school of nursing in Pangasinan.

3. Methodology

This study utilized a quantitative descriptive-correlational research design to determine the relationship between organizational values, external environmental factors, and decision-making practices among nursing educators.

The study was conducted in a selected school of nursing in Pangasinan, Philippines. The respondents consisted of faculty members and clinical instructors currently employed in the institution. A total enumeration sampling technique was utilized.

Data were gathered using a structured survey questionnaire developed by the researcher and validated by experts in nursing education and research. The questionnaire included sections on respondents' profile, organizational values and external environmental factors, and decision-making practices.

The instrument underwent content validation and pilot testing. Reliability was measured using Cronbach's alpha coefficient. Statistical tools used included frequency, percentage, weighted mean, and Pearson Product-Moment Correlation Coefficient.

Ethical considerations were strictly observed throughout the conduct of the study. Participation was voluntary, and confidentiality and anonymity of responses were ensured.

4. Results and Discussion

The findings revealed that the majority of respondents were female, within the age range of 21–40 years old, and mostly held a Master's degree. Most respondents also had one to five years of teaching experience.

Organizational values and external environmental factors were found to have a very high influence on decision-making practices among nursing educators. Planning obtained the highest mean among the managerial functions.

The respondents also demonstrated a very high level of observance of standard procedures and guidelines in decision-making, particularly in skilled communication, collaboration, and authentic leadership.

Significant relationships were identified between the respondents' demographic profile and organizational values, as well as between profile and decision-making practices. Furthermore, a highly significant relationship existed between organizational values and decision-making practices.

These findings suggest that institutional support systems, leadership practices, and organizational culture strongly influence the quality of decision-making among nursing educators.

5. Recommendations

Nursing educators should continue participating in seminars, workshops, and training programs that strengthen leadership and decision-making competencies.

School administrators should reinforce organizational values and provide support systems that promote ethical leadership, collaboration, and professional development.

Educational institutions are encouraged to adopt the proposed Decision-Making Enhancement Model to improve organizational effectiveness and faculty engagement.

Future researchers may conduct similar studies in other academic institutions or explore additional variables related to leadership and organizational behavior.

6. Conclusion

The study concluded that organizational values and external environmental factors significantly influence the decision-making practices of nursing educators in the selected school of nursing in Pangasinan. Nursing educators demonstrated a high level of adherence to professional standards, particularly in the areas of communication, collaboration, leadership, and ethical practice, which contribute to effective academic and clinical decision-making.

The findings further revealed that individual characteristics such as educational attainment and teaching experience play an important role in shaping how educators perceive organizational values and apply decision-making strategies in their professional responsibilities. Moreover, the strong relationship identified between organizational values and decision-making practices highlights the importance of maintaining a supportive organizational culture that promotes transparency, collaboration, and professional growth.

Overall, the study emphasizes that effective decision-making among nursing educators is not solely dependent on individual competence but is also influenced by institutional support systems, leadership practices, and external professional demands. Strengthening organizational values and fostering healthy work environments may therefore enhance the quality of decision-making, leadership, and educational outcomes within nursing education institutions.

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Conflict of Interest Statement

The authors declare no conflicts of interest.

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