



Assessment of Perceived Organizational Support Influence among Nurses in Port Said General Hospitals

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ABSTRACT

Background: in recent years the management science has emphasis on organizational how to support staff to work including financial welfare and spirit respect. With additional perceived structure support would recover scenario that staffs show effective productivity, useful behavior to organization and job satisfaction. The hospitality service sedulity staffs are largest of work in Port Said, in order to supply impressive service quality that managers have to motivate their staffs first. Therefore, some completely necessary ways that like through structure support was being placed to enhance job satisfaction. **Aim:** the present study aimed to assess perceived organizational support among nurses at Port Said general hospitals. **Subject and method:** the study followed a descriptive correlational research design on 187 nurses who responsible for providing direct nursing care to assigned patient. **Setting:** the study was conducted in all inpatients department at two hospitals affiliated to Ministry of health in Port Said city namely: El-Zohour and Port Said general hospital. **Data collection tools:** two tools of data collection were used including: perceived organizational support scale and job satisfaction questionnaire. **Results:** the study revealed that there is positive statistically significant correlation between perceived organizational support and job satisfaction, **Conclusion:** the findings of the study concluded that nurses in Port Said and El-Zohour hospitals had inadequate support, low satisfaction and there is positive correlation between perceived organizational support and job satisfaction. **Recommendations:** the study recommended application program awareness about organization support in different settings for medical and nursing director.

KEY WORDS: *Perceived Organization Support, Job Satisfaction, Nurses.*

INTRODUCTION

Many studies have proven that advanced organizations are success because of having successful management which cares of the employees, their problems and using advanced methods for achieving job satisfaction (Bairi & Murali, 2011). Perceived organizational support is one of the factors that helps the staff to increase feels of interesting, which is reflected in helping the organization to achieve their goals (Cullen, Edwards, Casper, & Gue, 2014). A successful organization is adapted to the changes that occur in the work environment continuously through developing methods of competencies and making meaningful management structure to achieve their goals and strategic vision (Kaliannan & Adjovu, 2015).

Organizational support derives from the social exchange theory that explains this interchange that when a person gets utility from another, it leads to behavior for repaying this utility (Baran, Shanock, & Miller, 2012). the perception of organizational support has been entering in administration field for nearly seven years (Lopes, Kissimoto, Salerno, Carvalho, & Laurindo, 2016).

perceived organizational support defined the attitude of the employees to their organization reflects the social change between employee and organization and it is the kind of mutual change or interchange (Guillon & Cezanne, 2014). Also, it is the degree which worker believes that the organization cares about, values input and provides needs and support their employee (Shmailan, 2016).

Perceived organization support is an important source of socio-emotional needs for staff which organization helps to satisfy this need through felt obligation, approval, the caring and respect to make an employee work hard for helping the organization reach its goals (Kensbock & Boehm, 2016). Therefore, mutual benefits for both organizations that increase effective commitment and decrease turnover and for an employee that make the positive mood and increase job satisfaction (Shih, Lie, Klein, & Jiang, 2014).

Significance of the study:

Employees are the most important asset of any organization, they are the engine through which the organization runs its day to day activities and as a result employee, perception that organization support them may lead them to feel safe, have positive attitude toward organization and see themselves as a part of organization. Organization can support their employees by valuing their work and caring for well-being. While the height of this perception of supported causes to be on display of attitude and practice that increase their happiness, productivity and job satisfaction, the lack of this perception or low level of this may affect the attitude of the work negatively toward the job and organization (Gunay, 2017)

This current study will be conducted to assess perceived organizational support among nurses at Port Said general hospitals.

AIM OF STUDY

The study aimed to Examine the relationship between organizational support and job satisfaction among nurses at Port Said general hospitals

Research question:

1. what is the nurses' perception toward perceived organizational support?
2. what is the level of perceived organizational support among nurses at Port Said general hospitals?

SUBJECTS AND METHODS

(I) TECHNICAL DESIGN:

Research design: -

A descriptive design was used in the current study.

Setting:

The present study was conducted in all inpatient units at two general hospitals affiliated to the Ministry of health at Port Said governorate namely: Port- Said general hospital and El-Zohour hospital.

Subjects

The study subject Include 187 staff nurses, divided into Port Said general hospital (n=118), and Al-Zohor hospital(=69) by equation $s = \frac{X^2 N P (1-P)}{d^2 (N-1) + X^2 P (1-P)}$ (Krejcie & Morgan, 1970) who is responsible for providing direct nursing care to an assigned patient

. with Inclusion Criteria: - staff nurse will be included who agree to participate in the study and have at least one-year experience in their current job, therefore head nurse wasn't included.

Tools for Data Collection:

Data collection tools included two tools namely: -

Tool I: Perceived Organizational Support Scale:

This tool includes two parts:

First part: personal data:

This part included questions related to personal name, hospital name, unit name, age, sex, marital status, educational level, duty shift, years of experience in nursing, and years of experience in the department.

Second part: Perceived Organizational support (POS) scale

This tool was developed by Eisenberger, Huntington, Hutchison, and Sowa, (1986) in English language, and translated into Arabic language by the researcher. POS questionnaire aimed to measures employees' generalized beliefs that their organization cares about their well-being and values their contributions using the shortened version (9-item), it consists of 9 items rated on a 7-point Likert scale that ranges from 1 (strongly disagree) to 7 (strongly agree). And divided into 3 points Likert scale range from 1(strongly disagree) to 3 (strongly agree). The subject was considered support if percentage score was 60% or more, and in adequate if less than 60%. Seven items have positive wording and two items have negative wording (5,7).

Tool II: Job Satisfaction Questionnaire

This questionnaire developed by Mohamed (2005) in Arabic language, and adopted from El-Ghabbour (2009), To measure the degree of job satisfaction among nurses. This tool was designed based on the Hertzberg's two-factor theory. It consists of 92 statements which are grouped under 2 types of factors namely: **Hygiene Factors:** includes salary and incentives (10 statements), work environment (21 statements), internal hospital relations (13 statements), supervision (6 statements), hospital administration policy (10 statements). Motivator's Factors: includes job achievement (8 statements), job appreciation (7 statements), job challenges (6 statements), job responsibility (3 statements), and job promotion (8 statements). According to a graduated numerical scale, the responses will be measured by scored 2, 1, and zero for "yes", "sometimes", and "No" response respectively. The subject considered satisfied if the percentage score was 50 % or more, and unsatisfied if less than 50% (Mohamed, 2005).

(II) OPERATIONAL DESIGN:

II. Operational Design:

The operational design covers the preparatory phase including content validity, reliability, pilot study, fieldwork, and study limitations.

- **Preparatory phase:**

During this stage, review of current national and international related literature, articles, periodicals, magazines and internet of the various aspects concerning organizational support and job satisfaction. The index of organizational support tool was revised with supervisors and modified done by researcher, and then validity and reliability were tested. Getting the preliminary approval of medical and nursing directors of the selected hospitals was also started at this stage.

- **Content validity of the study tools:**

- Content validity of the study tools was determined after reviewing the literature. The tool of POS translated into Arabic language by the researcher. Revision of tools was ascertained by a panel of five experts in relevant field and according to their recommendations, the modifications has been done and the final form was used for data collection. (i.e. changing in the ordering and sequences of some sentences).

- **Reliability:**

- Cronbach's alpha has a range of 0 to 1 and a score of 0.65 or higher is sufficient evidence of reliability (Bujang, Omar, & Baharum, 2018). Eisenberger et al. (1986) reported that Cronbach's alpha score for POS was 93. and the researcher tests the reliability (organizational support =0.841, job satisfaction = 0.857).

Pilot Study:

A Pilot study was carried out on 10% (Al-Zohor =7, Port Said general Hospital=12) of the nurses of total sample from the studied hospitals of research work before the start of data collection and were excluded from entire sample of research study. It was conducted to test the applicability, feasibility, and objectivity of the study tools, and estimate the needed time to complete the questionnaire. As a result, data obtained from the pilot study were analyzed and accordingly necessary modifications were done, and the responding times for first tool POS scale was (5 min) and the second tool job satisfaction questionnaire was (15 min). this process conducted with 4 weeks

Fieldwork:

- ❖ The data were collected from the nurses by the researcher after obtaining an official agreement from the medical and nursing directors of the studied hospitals. Meeting with the directors of nursing service was conducted by the researcher on an individual basis to explain the objectives of the study and to gain their cooperation.
- ❖ The researcher introduced herself to the nurses, a full explanation of the aim and methods of the study were done to obtain their acceptance and cooperation as well as their oral informed consent and the researcher assured confidentiality of data collected.
- ❖ The questionnaire sheet was filled in by nurses while they were on duty in the morning, evening and night shift after the purpose of the study was explained.
- ❖ Data were collected by the researcher at and two days per week in the morning shift, two days per week in evening, and two days per week in night shift. Data were collected from two hospitals in parallel.

- ❖ A self-instruction questionnaire was utilized to collect the data related organizational support using "organizational support scale" and job satisfaction using "job satisfaction questionnaire". Data were started from 23 February to 21 May.

(III) ADMINISTRATIVE DESIGN

- Before conducting of the study, an official letter from the dean of the faculty of nursing and deputy of graduate study and was sent to the medical directors in Port Said as well as to the nursing directors of the Port Said general Hospital and El – Zohor general Hospital to obtain their approval. The medical and nursing directors of each setting were contacted and informed in order to obtain permission to include the nurses in the study. After the explanation of the purpose of the study, a written permission was taken from them.
- On data collection, oral agreement was taken from every nurse participated in the study, after a clear and simple explanation of the aim and objectives of the study. Also, the researcher assured the respondents about the anonymity of the answers, and that the information will be used for scientific only and will be treated as confidential.

Ethical Considerations:

- Acceptance to use the tool of organizational support scale POS was taken from the author "Prof: Robert Eisenberger" through receiving e-mail agree.
- Official permission through formal agreement was taken from nursing medical and nursing directors of the study nursing to carry out the study.
- An informed consent was attained from the nurses to participant in the study after explaining the purpose and the nature of the study.
- The studied nursing was informed that their participation is voluntary and they have the right to withdraw from the study at any time.
- The studied nurses were ensured about the confidentiality of the information collected and it was used only for the purpose of the study, and the anonymity is guaranteed.

(IV) STATISTICAL DESIGN:

Data entry and statistical analysis were done using SPSS 16.0 statistical software package. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables, and means and standard deviations for quantitative variables.

RESULTS

Table (1) reveals personal characteristics of nurse in the study sample. It was found that the majority of nurses were female (87.2). Additionally, their age between 21-50 years, with mean of 29.1 ± 6.5 . Most of sample (67.9%) married. Regarding to their qualifications, the table indicates that (40.1%) of them had technical health institute diploma, followed by secondary nursing school diploma (35.8%), and only 1.4% had master degree in nursing.

Table (2) reveals job satisfaction among nurse in the study setting. As revealed in the table about of two- thirds 66.8% of nurses were dissatisfied. While 33.2% of them were satisfied. As table shows 69% of study sample were

unsatisfied with hygienic factors with the highest percentage in salary and incentives 90.9%. Additionally, 31.0% of nurses were satisfied with hygienic factors with the majority of nurses in supervision (56.7%). While 47.1% of study sample were unsatisfied with motivating factors with about two third in job promotion 65.8%. And about half of nurses 52.9% were satisfied with motivating factors with more three quarter in job responsibilities 78.1%.

Table (3) presents job satisfaction among nurses in study setting. As shows in the table, Highest percentage of study sample in port said general hospital (94.1%) were unsatisfied. And only 5.9 of study sample were satisfied. While (20.3%) of study sample in Al-zohor hospital were unsatisfied. And more than Three quarter of study sample (79.7%) were satisfied.

Table (4) shows the comparison of the total organizational support score among nurses in Port – Said and Al-Zohor hospitals. As shown table there was statistically significant difference between total organization support in Port Said general hospital and Al-Zohor hospital. ($X^2=58.448$, $p\text{-value}=0.001$).

Table (5): indicates the relation between the job satisfaction and organizational support among nurses in the study sample. It was evidenced that there was statistically significant relation between total score job satisfaction and total score of organizational support.

Table (6): shows the correlation matrix between the total organizational support and total satisfaction among nurses in study sample. As shown table there was statistically significant correlation between total job satisfaction and total organizational support at two hospitals (positive correlation).

DISCUSSION

The current study findings indicated that, the total mean score of job satisfaction was (84.0 ± 25.8). It was observed that more than half of nurses were unsatisfied. This may be due to the bad overview of community about nursing, decrease salary and incentives, unsafe work environment, they feel that organization doesn't care about them and their opinions that make them feel frustrated and dissatisfied. This interpretation supported by **Evans, Huxley, Gately, Webber, & Mears, 2006**) who assess mental health, burnout and job satisfaction among mental health social workers in England and wales and found that employees had low level of satisfaction due to excessive job demands, feeling undervalued at work, limited latitude in decision-making, feeling undervalued at work.

In additionally, **Karmelo, & Bezzina, 2005**) who examine Nurses job satisfaction in Maltese long term care institutions and observed nurses had low level of job satisfaction. Furthermore, **Johari, & Elarabi, 2014**) who evaluate Factors effecting the job satisfaction and Performance in Libyan government hospital and indicted that employees had job dissatisfaction. On the same line, **Blauwe, Ditlopo, Maseko, Chirwa, & Mwisongo, 2013**) who made a multi- country study on job satisfaction among different categories of health workers, including nurses and found low level of job satisfaction and high intention to leave workplace among south African nurses, with actively seeking other jobs.

As yield by the current study findings, more than two-thirds of study sample were inadequate support. This may be attributed to the organization doesn't consider the values and goals of nurses and doesn't give opportunities for

development of their skills and knowledge through attendance conference and workshop. Also, these results may be attributed to organization doesn't notice the performance of nurses, if doing the best possible job though appreciating their performance by giving rewards and incentives, additionally the hospital shows little concern toward them and don't let them participate in decision making.

This is the same viewpoint of **Doconinch, 2012** who assess the effect of organizational support justice, perceived organizational support and perceived supervisor support on marketing employees' level of trust and found that an employee has inadequate support this explained that the organization is not considered the opinion of the employee and doesn't give them opportunities for participating in decision making

Regarding the relationship between organizational support and job satisfaction, the present study finding revealed that there was statistically significant relation between organization support and job satisfaction. this result could be explained in the light of nurses who had adequate support were satisfied about their job, while nurses who had inadequate support from hospital had job dissatisfaction

In the same line, **Ahmad, & Yekta, 2010**) who confirm study to investigate relationship between perceived organizational support, leadership behavior, and job satisfaction: An empirical study in Iran and found that an association between organizational support and job satisfaction. Also, study conducted by **Miao, 2011**) to identify Perceived Organizational Support, Job Satisfaction, Task Performance and Organizational Citizenship Behavior in China and explore that there was strong link between organizational support and job satisfaction.

Regarding the relationship between organizational support and job satisfaction, the present study revealed that there was strong positive correlation between organizational support and job dissatisfaction. This result could explain in the light of the highest percent of satisfied nurses who had adequate organizational support.

Consistent with these study findings, a study conducted by **Yekta, & Ahmad, 2010**) who investigate the relationship between perceived organizational support, leadership behavior, and job satisfaction: An empirical study in Iran and found that there was positive correlation between organizational support and job satisfaction. on the same line, **Kwak, 2010**) who confirmed a study to examine relationship of job satisfaction with perceived organizational Support and Quality of Car among South Korean nurses: A questionnaire survey and found that there was positive correlation between organizational support and job satisfaction.

CONCLUSION

Based on the findings of the current study, the majority of study sample were inadequate support. On the other hand, two thirds of nurses were dissatisfied. And there is statistically significant correlation between total job satisfaction and total organizational support among at Port- Said general Hospital.

RECOMMENDATIONS

- Hospital administration should be maintaining nurses with needed amount of facilities and supplies which effect on work
- Enhance relations with supervision and peers through a fairness and mutual trustful relation, fairness of duties that decrease conflict between staff and increase cooperation.
- Hospital administration should be maintaining nurses with needed amount of facilities and supplies which effect on work
- Provide nurses with fair compensation for the work, according to their knowledge, experience, and responsibilities

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Table (1): Personal characteristics of the nurses in the study sample (n=187)

| Variables | Port- said General Hospital=118 | | El- Zohour Hospital=69 | | Total | |
|----------------|---------------------------------------|------|---------------------------|------|----------|------|
| | No | % | No | % | No (187) | % |
| Age (years) | | | | | | |
| 21-30 | 86 | 72.9 | 42 | 60.9 | 128 | 68.4 |
| 31-40 | 24 | 20.3 | 21 | 30.4 | 45 | 24.1 |
| 41-50 | 8 | 6.8 | 6 | 8.7 | 14 | 7.5 |
| Mean ±SD | 29.1 ±6.5 | | | | | |
| Gender | | | | | | |
| Female | 97 | 82.2 | 66 | 95.7 | 163 | 87.2 |
| Male | 21 | 17.8 | 3 | 4.3 | 24 | 12.8 |
| Marital status | | | | | | |

| | | | | | | |
|------------------------------------|----------|------|----------|------|-----|-------------|
| Sigle | 46 | 39 | 2 | 2.9 | 48 | 25.7 |
| Married | 62 | 52.5 | 65 | 94.2 | 127 | 67.9 |
| Divorced | 7 | 5.9 | 2 | 2.9 | 9 | 4.8 |
| Widow | 3 | 2.6 | 0 | 0 | 3 | 1.6 |
| Educational level | | | | | | |
| THL | 58 | 49.2 | 17 | 24.6 | 75 | 40.1 |
| SNS Diploma | 34 | 28.8 | 33 | 47.8 | 67 | 35.8 |
| BSC Nursing | 19 | 16.1 | 18 | 26.1 | 37 | 19.8 |
| M.SC | 7 | 5.9 | 1 | 1.5 | 8 | 4.3 |
| Experience in nursing field (year) | | | | | | |
| <10 | 87 | 73.7 | 35 | 50.7 | 122 | 65.2 |
| 10-20 | 22 | 17.6 | 25 | 36.2 | 47 | 25.1 |
| >20 | 9 | 7.6 | 9 | 13.0 | 18 | 9.6 |
| Mean ±SD | 8.7 ±7.3 | | | | | |
| Experience in department (year) | | | | | | |
| <10 | 104 | 88.1 | 54 | 78.3 | 158 | 84.5 |
| 10-20 | 12 | 10.2 | 11 | 15.9 | 23 | 12.3 |
| >20 | 2 | 1.7 | 4 | 5.8 | 6 | 3.2 |
| Mean ±SD | 5.4 ±5.3 | | | | | |
| Working shift | | | | | | |
| Morning | 59 | 50.0 | 30 | 43.5 | 89 | 47.6 |
| Night | 36 | 30.5 | 23 | 33.3 | 59 | 31.6 |
| Evening | 23 | 19.5 | 16 | 23.2 | 39 | 20.9 |

Table (2) Job satisfaction among nurses in the study sample (n=187).

| Job satisfaction | Satisfied ($\geq 50\%$) | | Unsatisfied ($< 50\%$) | |
|------------------|---------------------------|---|--------------------------|---|
| | NO | % | NO | % |

| | | | | |
|------------------------------------|-----------|--------------------|------------|--------------------|
| Salary and incentives | 17 | 9.1 | 170 | <u>90.9</u> |
| Work environments | 62 | 33.2 | 125 | 66.8 |
| Internal hospital relations | 75 | 40.1 | 122 | 59.9 |
| Supervision | 106 | <u>56.7</u> | 81 | 43.4 |
| Hospital policy and administration | 74 | 39.6 | 113 | 60.4 |
| Total hygiene factors | 58 | <u>31.0</u> | 129 | <u>69</u> |
| Job achievement | 141 | 75.4 | 46 | 24.6 |
| Job appreciation | 89 | 47.6 | 98 | 52.4 |
| Job challenges | 143 | 76.5 | 44 | 23.5 |
| Job responsibilities | 146 | <u>78.1</u> | 41 | 21.9 |
| Job promotion | 64 | 34.2 | 123 | <u>65.8</u> |
| Total motivating factors | 99 | <u>52.9</u> | 88 | <u>47.1</u> |

Table (3) Comparison between Port Said general Hospital and Al-Zohor Hospital among nurses in relation to total job satisfaction (**n=187**)

| Variables | Port-Said general Hospital (n=118) | | Al-Zohor (n=69) | |
|------------------------|------------------------------------|-------|-----------------|-------|
| | NO | % | NO | % |
| job unsatisfied | 111 | 94.1% | 14 | 20.3% |
| job satisfied | 7 | 5.9% | 55 | 79.7% |

Table (4) Comparison between Port Said general Hospital and Al-Zohor nurses in relation to total organizational support score (**n=187**):

| Variables | Port- Said General Hospital | Al-Zohor (n=69) | X ² Test | p-vale |
|-----------|-----------------------------|-----------------|---------------------|--------|
|-----------|-----------------------------|-----------------|---------------------|--------|

| | (n=118) | | | | | |
|--------------------|---------|------|----|------|--------|--------|
| | N0 | % | N0 | % | | |
| Inadequate support | 113 | 95.8 | 33 | 47.8 | 58.448 | <0.001 |
| Adequate support | 5 | 4.2 | 36 | 52.2 | | |

Table (5) The relation between job satisfaction and organizational support among nurses in the study sample(n=187)

| <div> <div>Job satisfaction</div> <div>Organizational Support</div> </div> | Unsatisfied (n=125) | | Satisfied (n=62) | | Chi square test | |
|--|---------------------|------|------------------|------|-----------------|---------|
| | N | % | N | % | X ² | P |
| Inadequate support | 120 | 96.0 | 26 | 41.9 | 70.767 | <0.001* |
| Adequate support | 5 | 4.0 | 36 | 58.1 | | |

Table (6) Correlation matrix between the total organizational support and total job satisfaction

| Item | Total organizational support | |
|------------------------|------------------------------|---------|
| Total job satisfaction | Calculator R | P value |
| | 0.633 | <0.001* |