

## Levels of Motivation and Organizational Support among Nurses and its relation to their Work Engagement at Selected district Hospitals

Aziza Ahmed Mohamed (1); Nahed Shawkat Abo- Elmagd (2); Ebtsam Ahmed Mohamed (3); Heba Dakrory Ali (4)

1. B.Sc. Nursing.
2. Professor of Nursing Administration, Faculty of Nursing - Assuit University.
3. Assistant Professor of Nursing Administration, Faculty of Nursing –Minia University.
4. Assistant Professor of Nursing Administration, Faculty of Nursing –Minia University.

### Abstract:

**Background:** Developing supportive climates as well as motivations in organizations may drive nurses towards increasing work engagement levels and other related factors. **The study aimed** to assess levels of motivation and organizational support among nurses and its relation to their work engagement at selected district hospitals. **Research design:** A descriptive correlational research design. **Setting:** The study was conducted at Matai General Central Hospital and Reproductive Health Hospital. **Sample:** The study subjects were included all nurses who worked at the two selected hospitals during the period of data collection with total numbers 83 nurse. **Tools of data collection:** Three tools were used, 1<sup>st</sup> tool was motivation scale, 2<sup>nd</sup> tool was organizational support scale and the 3<sup>rd</sup> tool was work engagement scale. **Results:** Reveals that the majority of nurses in the Reproductive Health Hospital and Matai General Central Hospital had high level of motivation, about three quarters of nurses at Reproductive Health Hospital, and slightly less than two thirds of nurses at Matai General Central Hospital had moderate level of organizational support. **Conclusion:** There was positive correlation between work engagement and organizational support among nurses at Matai General Central Hospital. Also there was positive correlation between motivation; organizational support; and work Engagement at Reproductive Health Hospital. **Recommendations:** Provide interest for nurses by offering them training and opportunities for professional growth.

**Keywords:** Levels of Motivation, Nurses, Organizational Support, Relation, Work Engagement.

### Introduction

Nurses are the backbone of a hospital system and play a critical role in patient care; they are the lifeline of hospitals. A nurse wears various hats in a single day, he/she is responsible for making a patient comfortable & ensuring the right medical care is provided at the on-ground level. They are the faces that a patient sees on a daily basis, which they can interact with and the main contribution towards the day-to-day medical operations. So, the organizational support and motivation is crucial for retaining healthcare workers in the health-care system. As a result, health-care systems become more productive, which is reflected in patient outcomes (Li et al., 2023).

Also nurses face series difficulties in their work, such as work overload, nursing errors, job de-motivation, and job discrepancies. All are obstacles which faced nursing management at several health institutions. Such problems have a serious negative outcome on the nurse's accomplishment and consequently, have significant dangerous results in patient care. Therefore, considering the nurses' psychological needs, job satisfaction and motivation is a significant issue for maintaining the nurse's retention in the organization. Motivation plays an important role in retaining health care personnel (Izdebski et al., 2023).

Motivation is the willingness to put effort into achieving a goal or reward to decrease the tension caused by need. Motivated human resources are the most important assets of any health system. This resource, especially nursing department works directly with the health consumers (patients). Once the nurses are motivated, the work productivity increases resulting in good outcome which is good patients' outcomes. In recent years it has been increasingly recognized that improving the motivation of

health personnel should be at the core of any sustainable solution to patient outcome (Demirhan, 2020).

Additionally, the organization's support has been taken into account for sustaining favorable work outcomes, such as engagement, task performance, and citizenship. One of the key ideas that significantly influence organizations is perceived organizational support (POS), which has an impact on all organizational policies. Employees' self-esteem, hope, and personal progress improve when there are fair working conditions, supportive supervisors, adequate rewards, and justice in the workplace. Bringing about a state of good health—physical, mental, emotional, and spiritual (To & Huang, 2022).

Organizational support defined as “how much the organization values employees' contributions and concerned about them” (Utomo et al., 2023). Organizational support is the perception of the organizational members about the role of the organization in contributing to and protecting their rights and interests (Stinglhamber et al., 2020). Furthermore employees develop POS in reaction to social and emotional needs and the organization's willingness to reward increased efforts made on its behalf. Employee engagement is a key vital duty that drives employee performance, achievement, and consistent improvement throughout the entire year (Adhitama & Riyanto, 2020).

So POS represents the degree to which an organization values employee contributions and cares about employee well-being. Also organizational environment that supports workers by giving recognition, responsibility, positive feedback, and professional development and training opportunities increases intrinsic motivation by fulfilling the workers' needs for competence, relationships, and autonomy. In the healthcare context, several studies have shown that

nurses who perceive their unit as supportive report high levels of job satisfaction and intent to stay (**Musenze & Mayende, 2023**).

**Lan et al. (2020)** stated that POS is a vital predictor of work engagement (WE), however the fundamental explanation for its influence remains unclear. However, POS and WE are both compatible with achieving positive outcomes for employees such as resilience, dedication and well-being. POS assumes that support, appreciation, and caring for employee's leads to more engagement with work roles based on an ideology of felt obligations. We, therefore, propose that POS and WE could be linked. We argue therefore that POS will lead to greater WE and individual sense of obligation to achieving the organization's objectives.

Engagement as "harnessing of organization members' selves to their work roles" and stated that in engagement, "people employ and express themselves physically, cognitively, and emotionally during role performances". Moreover employee work engagement is defined as a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (**Mazzetti et al., 2023**).

Consequently, there are advantages to work engagement for people as well as organizations, as an individual's level of engagement at work affects how they complete tasks and carry out their employment. Also engaged employees as more attentive and focused on their responsibilities than less engaged employees, as emotionally connected to their role tasks, and as more enthusiastic workers, and other researchers suggested that because engaged employees are also active in social activities and hobbies outside work, positive effects of work engagement spill over into private life and vice versa, which in turn leads to improved individual and group performance (**Wang et al., 2023**).

### **Significance of the study**

Organizations generally want their employees to adopt a proactive stance, demonstrate resourcefulness, thrive in the face of difficulties, and be committed in their work. Such traits, which reflect work engagement, are likely to result in higher job performance, which in the aggregate, will lead to greater organizational performance. Hence, the need for engaged workers becomes salient particularly in today's dynamic environment where the quest for organizational survival and success becomes acute. In healthcare, having a cadre of spirited, dedicated, and committed staff is fundamental in delivering superior service (**Othman & Nasuridin, 2019**).

There were no previous studies which linked those three interrelated variables together but **Abed & Elewa, (2016)** studied the relationship between organizational support, work engagement and organizational citizenship behavior as perceived by staff nurses at different hospitals on Egypt.

Moreover **Alhakami & Baker, (2018)** studied exploring the factors influencing nurse's work motivation at Jeddah. Moreover the research done by **Ali et al., (2018)** about head nurses' interpersonal relationship and its effect on work engagement and proactive work behavior at Assuit University Hospitals, and concluded that there was a positive correlation between interpersonal relationships with work engagement and proactive work behavior.

Also through my work in Reproductive Health Hospital, it was observed that some of nurses are leaving the profession due to highly dissatisfaction toward their job arising from current working condition that are characterized by heavy workloads, poor of communication between them, head nurse do not involved nurses in decision making, also supervisor do not support nurses staff with in problems. All these issues affect negatively on nurses motivation and work engagement. So the investigator introducing this study about the motivation and organizational support of nurses and their relation to work engagement at Matai General Central Hospital, and Reproductive Health Hospital.

### **Aim of the study**

The aim of the current study was to assess levels of motivation and organizational support among nurses and its relation to their work engagement at selected district hospitals

### **Study questions**

1. What is the difference between levels of motivation, organizational support, and work engagement among nurses at selected Hospitals?
2. Is there a relation between levels of motivation, organizational support, and work engagement among nurses at selected Hospitals?

### **Subjects and Methods:**

#### **Research design**

Descriptive correlational research design was utilized to achieve the aim of the current study.

#### **Setting**

The study was conducted at Matai General Central Hospital and Reproductive Health Hospital affiliate by ministry of health. Matai General Central Hospital built at 1995 and have 90 beds. It provided care for the largest group of population (urban and rural) also serves Matai District and surrounding area, it consisted of two floors the first floor contains lab , radiology department and administrative offices, moreover the second floor contains intensive care unit (ICU) – operating room (OR), medical surgical department, pediatric intensive care unit, dialysis unit, obstetric patient care and follow up for all patient.

Also Reproductive Health Hospital built at 2005 and has 46 beds, serve pregnant women and child, it consisted of three floors: the first floor contains the hospital administration offices, office of quality team and office of infection control team ,radiology, lab of investigation, pharmacy and all outpatient clinics. the second floor contains OR, the third floor contains neonatal intensive care unit (NICU) pediatric department and gynecological department .

#### **Subjects**

The study subjects were included all nurses who worked at Matai General Central Hospital and Reproductive Health Hospital during the period of data collection with total numbers 83 nurse divided as following:

Department	Matai General Central Hospital	Reproductive Health Hospital	Total
Gynecological & Obstetric Department	8	6	14
Pediatric Department	10	9	19
Neonatal Intensive Care Unit (NICU)	17	16	33
Operating Rooms (OR)	9	8	17
<b>Total</b>	<b>44</b>	<b>39</b>	<b>83</b>

**Data collection tools:**

Data were collected through the utilization three tools as follows:

**Tool (I): Motivation Scale**

This scale included two parts as follow:

**Part I: Socio Demographic Data:** it was used to collect data about nurses and encompassed items such as age, gender, educational qualification, marital status, department, years of experience in the nursing field, salary, and residence.

**Part II: Motivation Scale**

This scale developed by **Barbuto and Scholl, (1998)**, which measure the levels of motivation among nurses. It contained 30 items were divided into (5) subscales, six unique items for each subscale as follow: intrinsic process (6 items); instrumental (6 items); external self-concept (6 items); internal self-concept (6 items) ; and goal internalization (6 items). Each item was measured by 5 likert scale ranged as (Entirely disagree=1, Somewhat disagree =2 Neutral =3, Somewhat agree =4, and Entirely agree=5). So the scoring system was ranged from (30 to 150) and it divided into three levels as follow:

- Low motivation among nurses ranged from 30 to70.
- Moderate motivation among nurses ranged from 71 to 110.
- High motivation among nurses ranged from 111 to 150.

**Tool (II): Organizational Support Scale**

This scale developed by **Rhoades and Eisenberger, (2002)** to assess organizational support among nurses in their settings. It consisted of (16) items, each item was measured by 5 point likert scale ranged as (Strongly Disagree=1, Agree=2, Neutral or not decide =3, Disagree=4, Strongly agree =5). So, the scoring system was range from (16 to 80), and it divided into three levels as follow:

- Low organizational support among nurses ranged from 16 to37.
- Moderate organizational support among nurses ranged from 38 to 59.
- High organizational support among nurses ranged from 60 to 80.

**Tool (III): Work Engagement Scale (WES)**

This scale developed by **Schaufeli and Bakker, (2004)** to assess WE among nurses. It contained 17 items were divided into (3) subscales as follow: vigor (6 items), dedication (5 items) and absorption (6 items). Each item was measured by 3-point likert scale ranged as (Never=0, Few Times a Month=1, Every Day =2), according to how often the participants experienced the feeling described. The scoring system was range from (0 to 34), and it divided as follow:

- Poor work engagement among nurses ranged from 0 to 17.

- Good work engagement among nurses ranged from 18 to 34.

**Validity and Reliability of The Tools:**

**Validity of The Tools:**

The tools were tested for the face validity by a jury five experts in the field of Nursing Administration. The jury composed of two Professors, and one Assistant Professors from Faculty of Nursing, Minia University, also two Professors from Faculty of Nursing, Assuit University. Each of the expert panel was asked to examine the tools for content coverage, clarity, wording, length, format and overall appearance. Necessary modifications were done from jury panel about likert scale from 7 to 5 in organizational support scale.

**Reliability of the Tools:**

Reliability of the scales performed to confirm consistency. The internal consistency measured to identify the extent to which the items of the scales measure the same concept and correlate with each other by Cronbach’s alpha test. The Cronbach’s alpha for the scales categorized as follow:

Tools	Cronbach’s alpha test
Motivation Scale	0.90
Organizational Support Scale	0.97
Work Engagement Scale	0.87

**Pilot Study:**

A pilot study was conducted on 10% of participants which equal (9 nurses, five nurses from Matai General Central Hospital and four nurses from Reproductive Health Hospital) to ascertain the clarity, comprehensiveness and applicability of the tools as well as to estimate the appropriate time required to fill the tool. Based on pilot study there was no modification done, and it was added to final results. The aim of this pilot study is to test the clarity, comprehensiveness, accessibility, and applicability of the scales and to estimate the appropriate time required to fill the scales. Nurses included in pilot study were included in this study sample.

**Data Collection Procedure:**

- An official letter was granted from the Nursing Faculty Dean and Ethical Committee at Faculty of Nursing, at Minia University.
- The scales were adopted, and translated into Arabic; then collected the approval of jury committee to collect data of the study.
- Meet director of Matai General Central Hospital and Reproductive Health Hospital to gain cooperation, also written approvals were obtained from the administrative directors as well as the nursing directors of the selected hospitals after explaining the aim of the study.
- Written consent from each participant after explained the purpose of this study.
- A pilot study was done to assure scales clarity and applicability as well as the reliability of the scales was done.
- Data were collected using a self-administered tool covering nurses’ data and three scales.
- The scales were distributed to all the nurses at the two selected hospitals after explained the purpose and process of data collection.

- The nurses were taken from 25 minute to 30 minute to answer the scales
- The data were collected through three months from beginning of August to end of October 2021
- The researcher organized the visits to each hospital based on the nursing staff's schedule of work. The researcher selected one day per week to each Hospital, Saturday for Matai General Central Hospital and Monday for Reproductive Health Hospital during the morning and evening shift.

**Ethical Considerations: (Appendix D)**

- The Minia University Nursing Faculty's Research Ethics Committee gave their initial written permission.
- Approval to conduct the study was obtained from the Nursing Faculty Dean at Faculty of Nursing Minia University.
- After explaining the study's goal, written consents were obtained from the two hospitals' directors.
- A permission and consent were obtained from the head of the department and the head nurse working at the selected hospitals.
- Before the conduction of the pilot study as well as the actual study, written consent was obtained from the

participants that are willing to participate in the study, after explaining the nature and purpose of the study. Study subject has the right to refuse to participate or withdraw from the study without any rational any time. Study subject privacy was considered during collection of data. Participants were assure that all their data are highly confidential; anonymity was also assured through assigning a number for each nurse instead of names to protect their privacy.

**Statistical analysis**

In order to put the acquired data through its paces and put it to the test, it was entered into a computer, analyzed, and summarized using descriptive statistical tests with SPSS version (25). Percentages and frequencies were used to represent qualitative data. A probability (P-value) of less than 0.05 was judged statistically significant. P-values below 0.001 were regarded extremely significant (\*\*), and the lesser the P-value, the more significant the result. The co-sign efficient's indicated the type of the relationship (positive/negative), while the value indicates its strength, as follows: Rho values below 0.25 indicated a weak correlation, 0.25-0.499 indicated a fair connection, 0.50-0.74 indicated a moderate correlation, and values above 0.74 indicated a strong correlation.

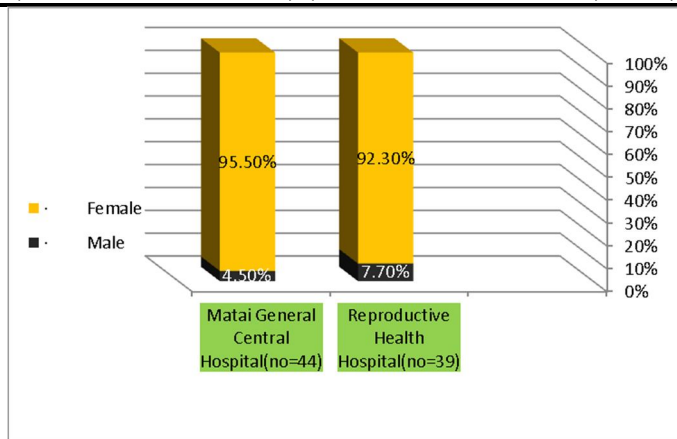
**Results**

**Table (1) Percentage distribution of nurses according to socio demographic data at selected Hospital (no.=83).**

Socio demographic items	Matai General Central Hospital		Reproductive Health Hospital	
	(no.=44)	%	(no.=39)	%
<b>Age</b>				
• <22: 32 yrs.	37	84.1	28	71.8
• >32 yrs.	7	15.9	11	28.2
<b>Mean+SD =</b>	<b>29.6+4.41</b>		<b>30.4+6.03</b>	
<b>Educational qualification</b>				
• Secondary school nursing diploma	10	22.7	8	20.6
• Technical institute of nursing	16	36.4	21	53.8
• Bachelor of nursing	18	40.9	10	25.6
<b>Years of experience in the nursing field</b>				
• 1-10 yrs.	30	68.2	25	64.1
• 11-20 yrs.	12	27.3	10	25.6
• ≥ 21 yrs.	2	4.5	4	10.3
<b>Mean+SD =</b>	<b>27.6+0.321</b>		<b>8.2+1.02</b>	
<b>Salary</b>				
• 2000- ≤3000	38	86.4	35	89.7
• > 3000	6	13.6	4	10.3
<b>Department</b>				
• Operating Rooms (OR)	9	20.5	8	20.5
• Neonatal Intensive Care Unit (NICU)	17	38.6	16	41
• Gynecological & Obstetric department	8	18.2	6	15.4
• Pediatric department	10	22.7	9	23.1

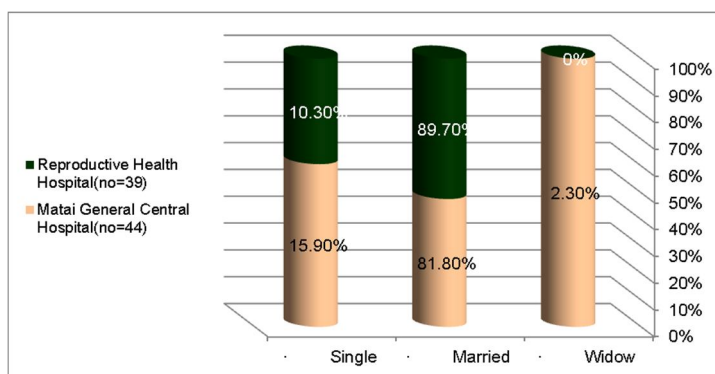
**Table (1)** illustrates that nurses at Matai General Hospital (84.1%) of them have age < 22:32 yrs., regarding their educational qualification (40.9%) of them have bachelor of nursing, in addition (68.2%) of them have 1:10 yrs. of experience in the nursing field, also (86.4%) of them have salary 2000 - ≤3000, moreover (38.6%) of them working in NICU.

Also, it is shows that nurses at Reproductive Health Hospital (71.8%) of them have age < 22-32 yrs. regarding their educational qualification (53.8%) of them have technical institute of nursing, in addition (64.1%) of them have 1:10 yrs. of experience in the nursing field, also (89.7%) of them have salary 2000 - ≤3000, moreover (41%) of them working in NICU.



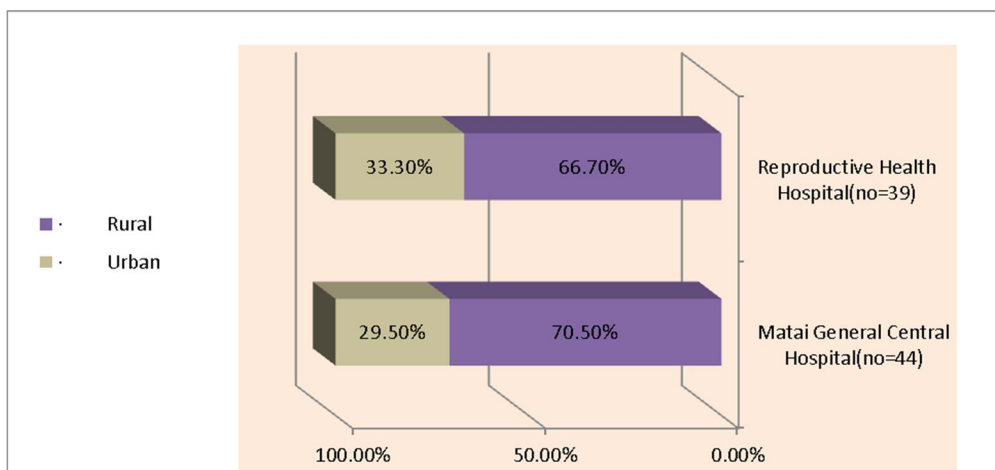
**Figure (1) Percentage distribution of nurses gender at selected Hospital (no.=83).**

**Figure (1)** shows that (95.5% & 92.3%) of nurses are females, and (4.50% & 7.70%) of them are males at Matai General Central Hospital and Reproductive Health Hospital respectively.



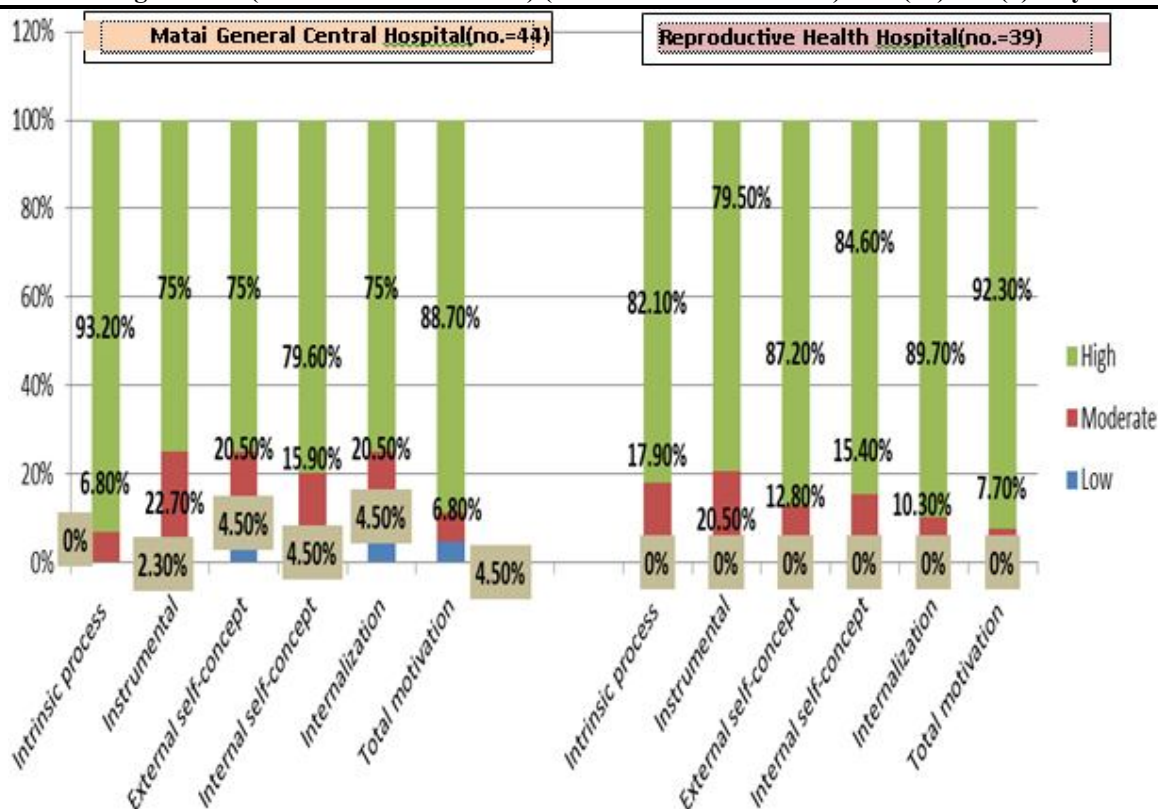
**Figure (2) Percentage distribution of nurses marital status at selected Hospital (no.=83).**

**Figure (2)** reports that (89.7% & 81.8%) of nurses are married, and (10.3% & 15.9%) of them are single at Reproductive Health Hospital and Matai General Central Hospital respectively.



**Figure (3) Percentage distribution of nurses residence at selected Hospital (no.=83).**

**Figure (3)** discuss that (70.5% & 66.7%) of nurses from rural area, and (29.5% & 33.3%) of them from urban area at Matai General Central Hospital and Reproductive Health Hospital respectively.

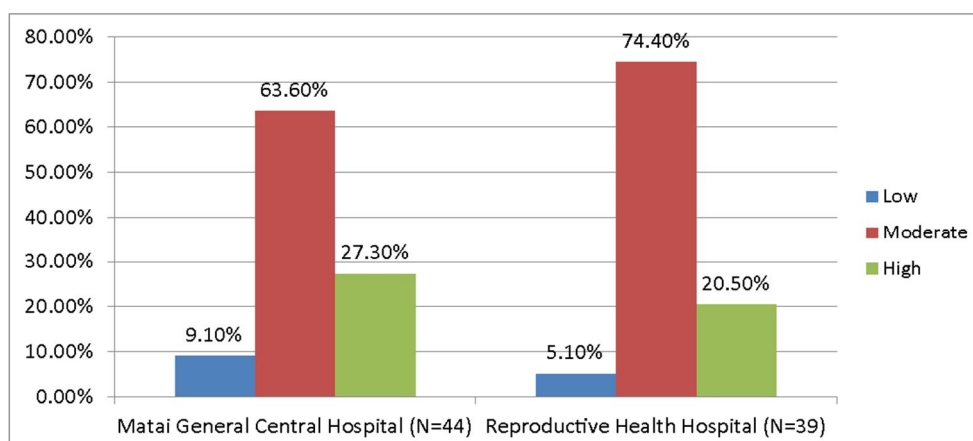


**Figure (4) Percentage distribution of nurses' motivation level for all dimensions at selected hospitals (no.=83)**

Figure (4) discuss that nurse's response have high level for all motivation dimensions and ranged from 75% to 93.2% in the Matai General Central Hospital, also nurses in the Reproductive Health Hospital are response have high level for all motivation dimensions and ranged from 79.5% to 89.7%. Moreover, this figure shows that (92.3% & 88.7%, ) of nurses have high level of total motivation at Reproductive Health Hospital and Matai General Central Hospital respectively.

Also there is no statistically significant difference between nurses' total scores of motivation at Matai General Central Hospital and Reproductive Health Hospital

	Mean ±SD	T-test (p- value)
Matai General Central Hospital(no.=44)	129.64±20.24	0.445 (0.660NS)
Reproductive Health Hospital(no.=39)	131.31±13.67	



**Figure (5) Comparison of nurses' total scores regarding to organizational support at selected hospitals (no.=83)**

Figure (5) discuss that (63.6%) of nurses have moderate level of total organizational support, and (27.3%) of them have high level of total organizational support, also, (9.1%) of them have low level of total organizational support at Matai General Central Hospital.

Also this figure illustrates that (74.4%) of nurses have moderate level of total organizational support, and (20.5%) of them have high level of total organizational support, also, (5.1%) of them have low level of total organizational support at Reproductive Health Hospital.

Finally there is no statistically significant difference between organizational support among nurses at Matai General Central Hospital and Reproductive Health Hospital.

	Mean +SD	T-test (p-value)
Matai General Central Hospital(no.=44)	50.41+13.68	0.845
Reproductive Health Hospital(no.=39)	52.64+9.79	(0.401NS)

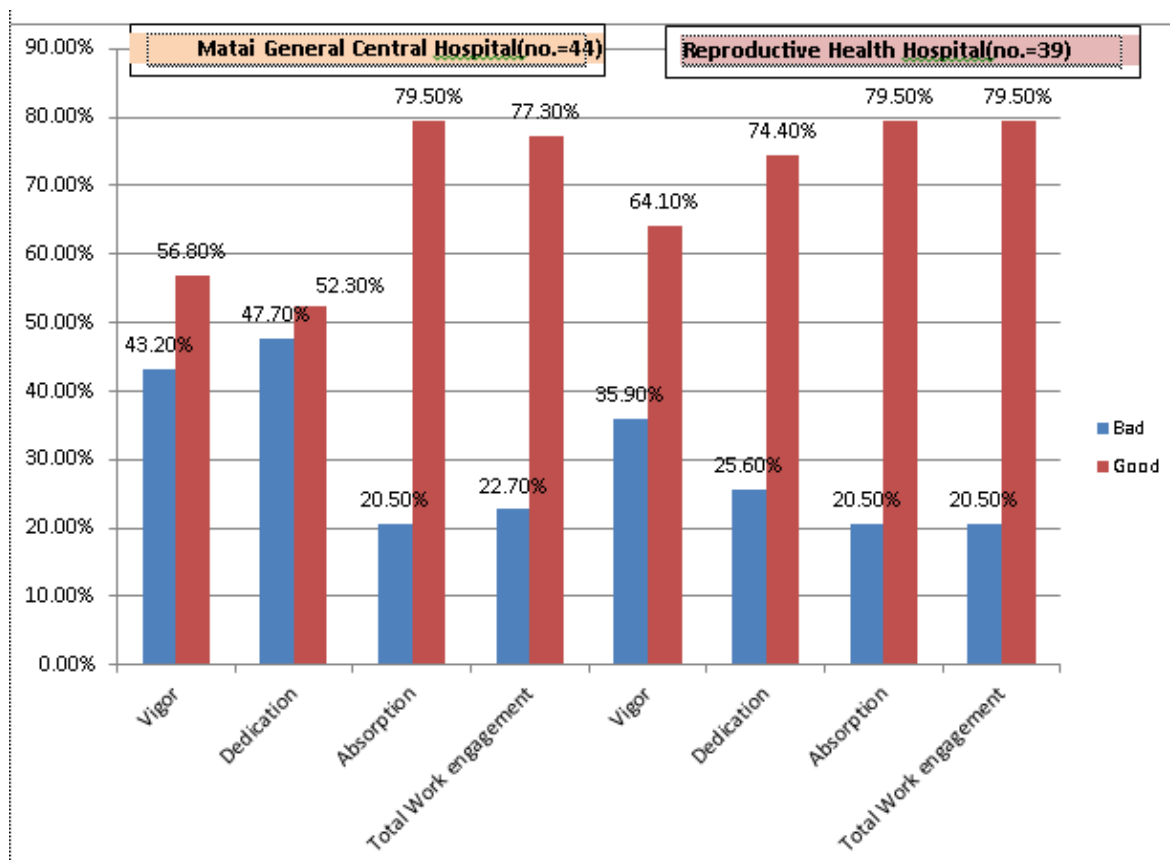


Figure (6) Percentage distribution of nurses' work engagement for all dimensions at selected hospitals (no.=83)

Figure (6) mentions that (79.50%) of nurse's response are good for absorption, also (56.80 %) of their response are good for vigor, (52.30%) of them response are good for dedication in the Matai General Central Hospital, also regarding to Reproductive Health Hospital response(79.50%) of nurse's response are good for absorption , also (74.4%) of them response are good for dedication, (64.10%) of their response are good for vigor.

Moreover, this table shows that (77.3%) of nurse have good level of total work engagement, (22.7%) of them have poor level of total work engagement at Matai General Central Hospital. And (79.5%) of nurses have good level of total work engagement, (20.5%) of them have poor level of total work engagement at Reproductive Health Hospital.

Furthermore there is statistically significant difference between nurses' total scores of work engagement with (p=0.054) at Matai General Central Hospital and Reproductive Health Hospital

	Mean +SD	T-test (p-value)
Matai General Central Hospital(no.=44)	22.48+7.34	1.956
Reproductive Health Hospital(no.=39)	25.41+6.17	(0.054*)

Table (2): Correlation between studied variables at selected hospitals (no.=83).

Variables	Matai General Central Hospital(no.=44)						Reproductive Health Hospital(no.=39)					
	Motivation		Organizational support		Work Engagement		Motivation		Organizational support		Work Engagement	
	r	P	r	P	r	P	r	P	r	P	r	P
Motivation	1		.217	.157	.137-	.375			.397*	.012	.552**	.000
Organizational support		-	1		.580**	.000					.380*	.017
Work engagement				-	1							

Table (2) shows that there is positive correlation between work engagement and organizational support among nurses at Matai General Central Hospital (p=0.000). Also mentions that there is positive correlation between motivation; organizational support; and work Engagement at Reproductive Health Hospital (p <0.05).



## Discussion

As a major healthcare profession, nursing faces numerous challenges in today's complex work environment. For instance, working in high-demand environments, performing multifaceted and complex tasks, meeting the needs of patients and their families, and working long hours with a persistent shortage of nursing staff. Work motivation as a part of the work environment positively correlates with nurses' intent to stay. Motivation directs, energizes, and sustains people's behavior. It can be internally represented in a person's characteristics, such as values, goals, and result orientation, which leads to diversity in work motivation levels from employee to employee (Abu Yahya et al., 2019; Göktepe et al., 2020).

Perceived organizational support has been considered an important factor that influences employee attitudes, behaviors, WE and organizational performance. Perceived support from the organization depends on the belief of nurses that the organization recognizes their contributions and cares for their well-being. Perceived organizational support is therefore an effective tool to help organizations build beneficial employee relationships and inspire workers to work hard (Gabr & El-Shaer, 2020).

So, this study stressed to assess levels of motivation and organizational support among nurses and its relation to their work engagement at selected district hospitals

**Regarding socio-demographic characteristics**, the current study revealed that the majority of nurses staff age group ranged between (< 22: 32 yrs.) at Matai General Central Hospital while less than three-quarters of them at Reproductive Health Hospital. Regarding education qualifications, two-fifths of them at Matai General Central Hospital had a Bachelor of Nursing, while more than fifty percent of them at Reproductive Health Hospital had a Technical Institute of Nursing.

Concerning their years of experience in the nursing field more than two-thirds of them at Matai General Central Hospital while nearly two-thirds of them at Reproductive Health Hospital had (1-10 yrs.) experience. As for the salary, the majority of them at Matai General Central Hospital and Reproductive Health Hospital ranged between 2000- ≤3000 LE. For their department, nearly two-fifths of the nursing staff at Matai General Central Hospital and Reproductive Health Hospital were working in the NICU.

Regarding nursing staff gender, the majority of them at Matai General Central Hospital and Reproductive Health Hospital were females. Concerning their marital status, the majority of them at Matai General Central Hospital and Reproductive Health Hospital were married. About their residence, nearly two-thirds of them were at Matai General Central Hospital and Reproductive Health Hospital living in rural residences.

**As concerned to nurses' motivation level for all dimensions at selected hospitals**, the current study revealed that the majority of nurses at Matai General Central Hospital had a high level of response for the "intrinsic process dimension, and more than three-quarters of them had a high level of response for the dimensions "internal self-concept, instrumental, external self-concept, and internalization". From the researcher point of view the high level of response to the intrinsic process of motivation dimension among nurses at the hospital suggests that they are driven by internal factors such as job satisfaction, a sense of purpose, autonomy, mastery, and a positive work environment. These factors contribute to their

overall motivation and commitment to their roles as healthcare providers.

This finding is not supported by the results of Ayalew et al., (2021) Nurses' responses to the intrinsic motivational factors were moderate.

While at Reproductive Health Hospital the majority of the nurses had a high level of response to the "internalization" dimension. This could be due to the staff nurses are in need for the drive derived from internal recognition, validation, or social status associated with one's role. In the context of nursing, this could manifest in nurses feeling motivated by internal rewards such as praise from colleagues or supervisors, awards, or public recognition for their skills and contributions.

This study result is contradicted by Abu Yahya et al., (2019) and Alhadidi et al., (2023) who reported that internal self-concept motivation occupied the first rank with a mean of  $4.1 \pm 0.6$  followed by instrumental and goal internalization with an equal mean of  $3.7 \pm 0.7$ , whereas self-concept external and intrinsic motivation was the lowest. Also, the findings are not in the same line as a study conducted by Botchwey (2021) who noted that internal self-concept motivation is the most predominant source of motivation.

**Regarding total of motivation**, the current study revealed that the majority of the nurses had a high level of motivation at Matai General Central Hospital and Reproductive Health Hospital. This could be due to their intrinsic motivation stemming from a genuine passion for caregiving and a deep-seated desire to help others, which is inherently rewarding. Additionally, hospitals that foster a supportive work environment, providing opportunities for professional growth, skill development, and autonomy in decision-making, contribute significantly to their motivation. Recognition and appreciation for their hard work, both from patients and hospital management, also play a crucial role in boosting morale and reinforcing their dedication. Finally, the meaningfulness of their work, knowing they make a difference in patients' lives during critical moments, serves as a powerful motivator, ensuring that nurses remain committed and engaged in their roles at the hospital.

This finding is supported by Saleh et al. (2022) who reported that the majority of the staff experienced a high level of total motivation.

The current study finding is compatible with the study conducted by Ramdan et al. (2021) who showed that the majority of nurses had a moderate level of motivational factors in Minia hospitals. Also, Mohamed et al. (2019) found that regarding the total motivating work factors, the majority of the studied subjects had a low level of motivation.

**Regarding nurses' total scores in organizational support at selected hospitals**, the study showed that at Matai General Central Hospital nearly two-thirds of the nurses had a moderate level of organizational support. While at Reproductive Health Hospital nearly three-quarters of the nurses had a moderate level of organizational support. This is because, during the data collection procedure, many nurses explained the hospital managers' efforts to integrate nurse managers and staff nurses into the decision-making process and allow them to participate in new units and committees of the administration process, moreover, the managers started to looking for nurse's issues and needs in trying to meet those need in the future.

This finding is attributed to the result of Abdel Azize et al., (2023) who found that more than half of the studied



nurses perceived moderate levels related to total organizational support.

The finding is not consistent with **Abd El-Aliem and Hamouda, (2020)** who reported that only one-third of study participants had a moderate level of organizational support and less than one-quarter of them had a high level of total organizational support.

**Regarding nurses' total work engagement dimensions at selected hospitals**, at Matai General Central Hospital and Reproductive Health Hospital, the present study revealed that more than three-quarters of the nurses had a good response for the "absorption" dimension. This is because their roles are inherently meaningful and fulfilling, providing a strong sense of purpose. The dynamic and varied nature of their tasks keeps them mentally stimulated, while their professional competence and supportive work environments enhance their confidence and focus. This combination of intrinsic motivation, the impact of their work, and a positive workplace culture drive high levels of engagement and absorption in their duties.

This finding is not consistent **El Desoky et al., (2021)** who concluded that the Mean score of work engagement domains as perceived by nursing staff. The results illustrated that dedication was perceived as being the highest mean percent (76.9%) among nursing staff with a mean score of (15.38±3.20) followed by absorption (73.5%) with a mean score of (17.65±4.41). In addition, **Wan et al., (2018)** showed that staff nurses had a low perception regarding the vigor dimension. Regarding absorption dimension; the finding of the present study showed that the majority of study participants had a low level toward absorption dimension.

**Regarding the total of nurses' work engagement**, the current study illustrated that more than three-quarters of the nurses at the two hospitals had a good level of WE. This could be due to the immediate and tangible impact of their work on patient outcomes, along with their professional competence and resilience, which helps them stay committed and focused even under challenging conditions

This finding is supported by **Radwan, (2019)** who examined organizational support and work engagement among head nurses at Main Mansoura University Hospital and found that the highest percentage of head nurses had a high level of work engagement. On the same line, **Wan et al., (2018)** mentioned that about three-quarters of participants had high WE levels

While the finding is not aligned with **Badawy et al., (2022)** who stated that regarding staff nurses' perception of total work engagement, the study result showed that more than half of staff nurses had a low perception of total work engagement. This result may be due to poor communication, bureaucratic management, and job dissatisfaction.

**Regarding the correlation between the study variables**, the current study revealed that there was a positive statistically significant correlation between WE and organizational support among nurses at Matai General Central Hospital. This could be due to when nurses feel supported by their organization, they are more likely to be motivated, enthusiastic, and dedicated to their work. Organizational support can provide the necessary resources, recognition, and emotional backing that empower nurses to perform their duties effectively and with greater commitment. This supportive environment fosters a sense of belonging and value, which enhances their overall engagement and satisfaction with their job.

This finding is aligned with the results of **Nargotra and Sarangal, (2023)** whose findings showed that there was a direct relationship between organizational support and work engagement among staff nurses. Also, the current study was in agreement with **Radwan, (2019)** who found that there was a statistically significant positive correlation between total perceived organizational support and total work engagement characteristics ( $r=0.240$  and  $p\text{ value} < 0.023$ ) which means ( $p\text{-value} < 0.05$  and  $r$  more than 0.174).

While the current finding is opposite to the results of **Jankelová et al., (2021)** they found that perceived organizational support and work engagement have a weak positive association among Jordanian nurses working in intensive care units.

Moreover, there was a positive statistically significant correlation between motivation; organizational support; and work engagement at Reproductive Health Hospital. This could be due to these elements being mutually reinforcing. When nurses feel supported by their organization through adequate resources, recognition, and professional development opportunities, their motivation to excel in their roles increases. This heightened motivation, in turn, boosts their engagement, making them more dedicated and committed to their work. Engaged and motivated nurses are more likely to provide high-quality patient care, creating a positive feedback loop that further strengthens their perception of organizational support. Thus, each factor enhances the others, leading to a robust interrelationship among motivation, organizational support, and work engagement.

This finding is supported by the study of **El Desoky et al., (2021)** whose findings demonstrated that there was statistically significant positive correlation between organizational support, individual motivation and work engagement as perceived by nursing staff at Kafr El Sheikh University Hospital. Moreover, the findings are attributed to **Austin et al., (2020)** who highlighted that in nursing work engagement, organizational factors can increase the level of nurses' work motivation. Additionally, **Engidaw, (2021)** revealed that work engagement is positively associated with both intrinsic motivation and extrinsic motivation. Furthermore, **Zeng et al., (2022)** reported that motivation and organizational support was one of the factors that had a significant effect on work engagement.

### **Conclusion**

This study concluded that the majority of nurses had high level of motivation in Matai General Central Hospital and Reproductive Health Hospital had high level of motivation with no statistically significant difference between nurses' total scores of motivation and its dimension at the two selected Hospitals.

Also lower than two thirds of nurses had moderate level of organizational support at Matai General Central Hospital, as well as nearly three quarters of nurses had moderate level of organizational support at Reproductive Health Hospital with no statistically significant difference between organizational support among nurses at Matai General Central Hospital and Reproductive Health Hospital.

Furthermore, these results showed that nearly three quarters of nurse had good of work engagement at Matai General Central Hospital, and Reproductive Health Hospital with statistically significant difference between nurses' total

scores of work engagement with ( $p=0.054$ ) at two selected Hospitals

Additionally there was positive correlation between work engagement and organizational support among nurses at Matai General Central Hospital ( $p=0.000$ ). Also hat there was positive correlation between motivation; organizational support; and work Engagement at Reproductive Health Hospital ( $p < 0.05$ ).

### Recommendations

In the light of the present findings, the researcher recommended the following:

#### At practical level: -

- Excited the nurses when working unusually things
- Provide rewarded for nurses when do the extra responsibilities
- Provide recognition for nurses when a job well done
- Improve the working circumstances of the hospitals as well as health care agencies enhance nurses' motivation which reflect on their work engagement.
- Improve salary and upgrade position of nurses.
- Give necessary support to nurses by the hospital management to sense how they are important to this organization through close supervision, meetings and give appreciation for their contributions to the organization.
- Encourage voluntary overtime and its pay must be raise regularly.
- Encouraging a good nurse honoring by the ideal nurse from the hospital administrators.
- Provide interest for nurses by offering them training and opportunities for professional growth.

#### At research level: -

- Conducting further studies on large number of nurses to generalizable the results.
- Conducting further studies about the barriers of motivation, POS and work engagement among the nurses.

### References

1. Abd El-Aliem, S. M. F., & Hamouda, G. M.(2020) Relationship between Organizational Support and Nurses' Perceived Citizenship and Innovation. IOSR Journal of Nursing and Health Science (IOSR-JNHS). 2320–1959.p-ISSN: 2320–1940 Volume 9, Issue 1 Ser. VI, PP 01-10
2. Abdel Azize, N., Abed, F., & Bayoumy, S. (2023). Relationship between Organization Support and Nursing Staff Burnout in Critical Care Units. Egyptian Journal of Health Care, 14(1), 905-918.
3. Abed, F., & Elewa, A. (2016). The relationship between organizational support, work engagement and organizational citizenship behavior as perceived by staff nurses at different hospitals. Journal of Nursing and Health Science, 5(4), 113-123.
4. Abu Yahya, O., Ismaile, S., Allari, R., & Hammoudi, B. (2019). Correlates of nurses' motivation and their demographic characteristics. Paper presented at the Nursing forum.
5. Adhitama, J., & Riyanto, S. (2020). The Influence of Work Environment on Employee Engagement and Employee Motivation at PT Koexim Mandiri Finance. Academia.edu-Share research. Available online at: [https://www.academia.edu/42818538/The\\_influence\\_of\\_Work\\_Environment\\_on\\_Employee\\_Engagement\\_and](https://www.academia.edu/42818538/The_influence_of_Work_Environment_on_Employee_Engagement_and)

- Employee\_Motivation\_at\_PT\_Koexim\_Mandiri\_Finance.
6. Alhadidi, E., Khrais, H., Khalifeh, A., Ramzy, H., & Nashwan, A. (2023). The Effect of Work Motivation and Work Engagement on Intention to Stay Among Jordanian Nurses
7. Alhakami, I. Y., & Baker, O. G. (2018). Exploring the factors influencing nurse's work motivation. Iris Journal of Nursing & Care, 1(1), 2018.
8. Ali, H. M., Abdallah, S. M., & Abo El-magd, N. S. (2018). Head Nurses' Interpersonal Relationship and Its Effect on Work Engagement and Proactive Work Behavior at Assiut University Hospitals. Assiut Scientific Nursing Journal, 6(13), 116-125.
9. Austin, S., Fernet, C., Trépanier, S., & Lavoie Tremblay, M. (2020). Fatigue in new registered nurses: A 12-month cross-lagged analysis of its association with work motivation, engagement, sickness absence and turnover intention. Journal of nursing management, 28(3), 606-614.
10. Ayalew, E., Workineh, Y., Abate, A., Zeleke, B., Semachew, A., & Woldegiorgies, T. (2021). Intrinsic motivation factors associated with job satisfaction of nurses in three selected public hospitals in Amhara regional state, 2018. International Journal of Africa Nursing Sciences, 15, 100340
11. Badawy, M., Mostafa Shazly, M., & Mohammed Elsayed, S. (2022). Relationship between Organizational Justice and Work Engagement among Staff Nurses. Egyptian Journal of Health Care, 13(1), 914-926.
12. Barbuto Jr, J. E., & Scholl, R. W. (1998). Motivation sources inventory: Development and validation of new scales to measure an integrative taxonomy of motivation. Psychological reports, 82(3), 1011-1022.
13. Botchwey, C. (2021). Highlighting the relevance of motivation and job satisfaction of nurses in Ghanaian hospitals. Hospital Practices and Research, 6(2), 59-64.
14. Demirhan, B. (2020). The Effect of Leadership Behaviours of Nurse Managers on Nurses' Work Motivation. International Journal of Caring Sciences, 13(1), 381-391.
15. El Desoky, E., El Said, N., & El-Shaer, A. (2021). Organizational Culture, Individual Innovation and their relation to Nursing Staff's Work Engagement. Mansoura Nursing Journal, 8(3), 39-59.
16. Engidaw, A. (2021). The effect of motivation on employee engagement in public sectors: in the case of North Wollo zone. Journal of Innovation and Entrepreneurship, 10(1), 43.
17. Gabr, H., & El-Shaer, A. (2020). Factors Affecting Missed Nursing Care and its Relation to Nurses' Work Flow in General Medical and Surgical Units. IOSR Journal of Nursing and Health Science, 9 (3), 21.
18. Göktepe, N., Yalçın, B., Türkmen, E., Dirican, Ü., & Aydın, M. (2020). The relationship between nurses' work-related variables, colleague solidarity and job motivation. Journal of nursing management, 28(3), 514-521.
19. Izdebski, Z., Kozakiewicz, A., Białorudzki, M., Dec-Pietrowska, J., & Mazur, J. (2023). Occupational burnout in healthcare workers, stress and other symptoms of work overload during the COVID-19 pandemic in Poland. International Journal of Environmental Research and Public Health, 20(3), 2428.
20. Jankelová, N., Joniaková, Z., & Skorková, Z. (2021). Perceived organizational support and work engagement of first-line managers in healthcare—The mediation role of feedback seeking behavior. Journal of multidisciplinary healthcare, 3109-3123.
21. Lan, T., Chen, M., Zeng, X., & Liu, T. (2020). The influence of job and individual resources on work engagement among Chinese police officers: A moderated mediation model. Frontiers in Psychology, 11, 497. <https://doi.org/10.3389/fpsyg.2020.00497>.

22. Li, H., Zhao, T., Li, C., & Pang, X. (2023). Linking visionary leadership with employee creativity: Perceived organizational support as a mediator. *Social Behavior and Personality: an international journal*, 51(1), 1-8.
23. Mazzetti, G., Robledo, E., Vignoli, M., Topa, G., Guglielmi, D., & Schaufeli, W. (2023). Work engagement: A meta-analysis using the job demands-resources model. *Psychological Reports*, 126(3), 1069-1107.
24. Mohamed, A., Hassan, R., & Saad, N. (2019). Relationship between Motivating Work Factors and Empowerment among Staff Nurses. *Egyptian Journal of Health Care*, 10(1).
25. Musenze, I., & Mayende, T. (2023). Ethical leadership (EL) and innovative work behavior (IWB) in public universities: examining the moderating role of perceived organizational support (POS). *Management Research Review*, 46(5), 682-701.
26. Nargotra, M., & Sarangal, R. (2023). Perceived organizational support and intention to stay: The mediating effect of employee engagement. *FIIB Business Review*, 12(3), 317-327.
27. Othman, N., & Nasurdin, A. M. (2019). Job characteristics and staying engaged in work of nurses: Empirical evidence from Malaysia. *International journal of nursing sciences*, 6(4), 432-438.
28. Radwan, S. (2019). Organizational Support and Work Engagement among Head Nurses at Main Mansoura University Hospital. Unpublished master thesis. Faculty of nursing. Mansoura University, 55-90
29. Ramdan, D., Abd Elrhman, S., & Abdel-ELRahman, T. (2021). Relationship between nurses' motivation and patients' satisfaction in dialysis units in Minia city. *Minia Scientific Nursing Journal*, 10(1), 55-67.
30. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
31. Saleh, M., Eshah, N., & Rayan, A. (2022). Empowerment predicting nurses' work motivation and occupational mental health. *SAGE Open Nursing*, 8, 23779608221076811.
32. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315.
33. Stinglhamber, F., Ohana, M., Caesens, G., & Meyer, M. (2020). Perceived organizational support: the interactive role of coworkers' perceptions and employees' voice. *Employee Relations: The International Journal*, 42(1), 107-124.
34. To, W., & Huang, G. (2022). Effects of equity, perceived organizational support and job satisfaction on organizational commitment in Macao's gaming industry. *Management Decision*, 60(9), 2433-2454.
35. Utomo, H., Irwantoro, I., Wasesa, S., Purwati, T., Sembiring, R., & Purwanto, A. (2023). Investigating The Role of Innovative Work Behavior, Organizational Trust, Perceived Organizational Support: An Empirical Study on SMEs Performance. *Journal of Law and Sustainable Development*, 11(2), e417-e417.
36. Wan, Q., Zhou, W., Li, Z., Shang, S., & Yu, F. (2018). Work engagement and its predictors in registered nurses: A cross-sectional design. *Nursing & health sciences*, 20(4), 415-421.
37. Wang, J., van Woerkom, M., Breevaart, K., Bakker, A., & Xu, S. (2023). Strengths-based leadership and employee work engagement: A multi-source study. *Journal of Vocational Behavior*, 142, 103859.
38. Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihei, Y., & Asakura, K. (2022). Impact of intrinsic and extrinsic motivation on work engagement: a cross-sectional study of nurses working in long-term care facilities. *International journal of environmental research and public health*, 19(3), 1284