

## The Relationship between Organizational Reputation and Job Tenure among Nursing Personnel

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### Abstract

**Background:** Organizational reputation reflects the collective perceptions of stakeholders regarding the quality, ethics, and success of a healthcare institution. **Aim:** This study aimed to assess The relationship between organizational reputation and job tenure among nursing personnel. **Design:** A descriptive, correlational design was used in this study. **Setting:** This study was performed at Hamdy-Elsayed Hospital. **Subject:** A convenient sample of nursing personnel was included (N=70). **Tools:** Two tools were used for data collection as tool (I) consists of two parts (Part1): Socio-demographic characteristics, (Part2): organizational reputation questionnaire. Tool (II) job tenure questionnaire. **Results :** More than half (52.9%) of the studied nursing personnel have a moderate level of organizational reputation, followed by more than two-fifths (41.4%) of them have a high level. While the minority (5.7%) of them have a low level. More than two-fifths (44.3%) of the studied nursing personnel have a high level of job tenure, followed by more than one-third (40%) of them have a moderate level. While the minority (15.7%) of them have a low level. **Conclusion:** there was a highly statistically significant positive strong correlation between organizational reputation and job tenure among nursing personnel with. **Recommendations:** Encourage continuous professional development programs that equip nurses with leadership skills. Conduct studies with larger sample sizes in both public and private healthcare sectors to explore the long-term effects of organizational reputation on job tenure.

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**Keywords:** Job tenure. Organizational reputation, Nursing personnel.

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### Introduction:

Organizational reputation (OR) refers to the set of perceptions held by different audiences regarding the capabilities, responsibilities, roles and actions of an organization. The concern of organizations in managing this asset is to have a positive reputation by their audiences. This is in order to generate support for autonomy, to protect themselves from political attacks, or to recruit and retain valuable nursing personnel (Pérez, 2021).

Job tenure is the measure of the length of time nursing personnel have been employed by his/her current employer. Job tenure of a nursing personnel is very important and employers Often consider it as a criteria for hiring new nursing personnel. It may be long or short, job tenure can be determined by the nursing personnel or the employer depending upon who initiates the exit process (Thomas, 2022).

Tenure can be classified as either short or long. Short tenure is defined as nursing personnel have been with an organization for a brief period of time, typically two years or less. Unlike long tenure is

defined as an nursing personnel have served five or more years with a single employer (Morris, 2022). Institutions with positive reputations not only attract highly skilled nursing personnel but are also more likely to retain them over the long term. Nurses tend to associate strong organizational reputations with better career growth opportunities, enhanced job security, and an overall supportive work culture (Brown et al., 2023).

Organizational reputation is a vital asset that influences job tenure in the organizations, If an organization has a good internal reputation, then it may be more likely for the organization to not only retain its lower level of nursing personnel, but also its top managers. A positive internal reputation could encourage nursing personnel to stay because the nursing personnel want to build their own self-esteem by being associated with the organization and so it will affect the job tenure (Azarpanah et al., 2020).

### Significance of the Study

The significance of studying the relationship between organizational reputation and job tenure among nursing personnel is multifaceted. First, organizational reputation is a critical intangible asset that influences the overall attractiveness of a healthcare institution to current and prospective employees. A strong reputation enhances a hospital's ability to attract and retain top talent, which is especially important in the healthcare sector, where high turnover rates can negatively affect patient care, staff morale, and operational efficiency (Chaudhri et al. (2021).

Job tenure, particularly among nursing personnel, is crucial in maintaining consistency in patient care, fostering team cohesion, and reducing recruitment and training costs. Research has shown that nurses who perceive their workplace as reputable and supportive are more likely to experience job satisfaction and remain with the organization longer (Brown et al. ( 2023), Longer job tenure is also associated with higher levels of expertise and institutional knowledge, both of which contribute to improved healthcare outcomes.

Nationally, the study of (The Influence of Organizational Reputation on Job Retention among Nursing Staff in Egyptian Hospitals) by Ahmed et al. (2020), this study revealed that a significant majority of nurses (79.5%) who perceived their hospitals to have a strong reputation were more likely to express long-term job commitment, resulting in lower turnover intentions. The study highlighted that nurses with high perceptions of organizational reputation were more engaged in their roles and had longer job tenures, averaging over five years compared to those in hospitals with weaker reputations, where job tenure was significantly lower.

Internationally, a study by White & Hughes (2020), on (The Role of Organizational Reputation in Employee Retention among Healthcare Professionals) revealed that healthcare institutions with a positive public image tend to experience lower turnover rates, particularly among nursing staff. The study found that 68% of nurses working in organizations with high reputational scores had job tenures exceeding five years, compared to 45% in organizations with lower reputational scores. So, it's essential to assess the relationship between organizational reputation and job tenure among nursing personnel.

### I. Aim of the study

This study aimed to assess the relationship between organizational reputation and Job tenure among nursing personnel.

**Research question:**

Is there a relationship between organizational reputation and job tenure?

**II. Subjects and Methods****I. Technical design:**

The technical design includes: research design, setting, subjects, tools of data collection, validity of the tools, reliability and ethical considerations.

**Research design:**

A descriptive – correlational research design was used in the current study.

**Setting:**

The study was conducted at all available departments at (Hamdy- Elsayed) hospital.

**Subject:**

Subject of this study were composed of all nursing personnel who were available at the time of data collection in the selected hospital and who were present at the time of the study with at least two years of experience in their work place. The total number of nursing personnel who were available and accepted to participate in the study was (N=70).

**Tools for data collection:****Two tools were used to collect necessary data:**

- ◆ **Tool (1): organizational reputation questionnaire:** It was developed by lee & ryzin, (2019) and it was consisted of two parts.
  - **Part (1): Personal characteristics. sheet of the nurses:** This sheet was included; (Age, Gender, years of experience, Marital status, Nursing qualification, Job title, Hospital department, etc.).
  - **Part (2): organizational reputation questionnaire:** It was developed by lee & Ryzin, (2019) and was modified by the researcher to assess organizational reputation as perceived by nursing personnel. It consisted of five dimensions ; performative (4 items), general (10 items), moral (6 items), technical (6 items), procedural (3 items).

**Scoring system:**

This tool consisted of five dimensions with (29 items) with a total grade (145). It was measured by five-point Likert scale ranged from (1= Strongly disagree, 2=disagree, 3=neutral, 4= agree and 5=strongly agree), Subject responses were calculated in the scoring system.

**Scoring system was classified into three levels:**

1. Low level: if the total score was less than 60%, it means less than (<87 points).
2. Moderate level: if the total score was equal or more than 60%, to less than 75%, it means less than ( $\geq 87$ : <109 points).

3. High level: if the total score was equal or more than 75%, it means equal or more than (109 points).

## **Tool (2) job tenure questionnaire:**

### **Job tenure questionnaire:**

It was developed by **Graen et al. (1995)** and was modified by the researcher to assess job tenure as perceived by nursing personnel. It consisted of two parts; first part, supports tenure which includes (14) items verified on three dimensions, second part, barriers to tenure which include (13) items verified on three dimensions.

### **Scoring system**

This tool consisted of (27 items) with a total grade (135). It was measured by five-point Likert scale ranged from (1= Strongly disagree, 2=disagree, 3=neutral, 4= agree and 5=strongly agree).

### **Scoring system was classified into three levels:**

1. Low level if the total score was less than 60%, it means less than (< 81 points).
2. Moderate level if the total score was equal or more than 60%, to less than 75%, it means less than ( $\geq 81 < 102$  points).
3. High level if the total score was equal or more than 75%, it means more than ( $\geq 102$  points).

## **Reliability of the tools:**

Two tools were tested for their reliability. The internal consistency reliability of the items composing the tool was assessed Cronbach's alpha coefficient: Test of reliability for two tools indicating a very good to excellent level of internal consistency or homogeneity among the items under each construct.

## **Validity:**

Two tools were checked by five experts in the field of the study. Organizational reputation tool was translated into Arabic. The tools were checked for their content validity (content coverage, wording, length, format and overall appearance) and translation through an opinionnaire sheet. Accordingly, Minor modification were done. The jury group of experts were specialized in nursing administration and healthcare quality from five universities, namely: (one Professor from Ain shams university, one assistant professor from banha university, one assistant Professor from Helwan university, one Professor and one assistant Professor from Cairo university).

## **Ethical Considerations:**

The research approval was obtained from the Ethical Committee of faculty of nursing, Helwan University before starting the study, the researcher assured anonymity and confidentiality of the collected data, which was used by the researcher for the purpose of scientific research. The subjects were informed that they were allowed to choose to participate or not in the study. Also, they have the right to withdraw from the study at any time, ethics, values, culture, and beliefs were respected, and study subjects were informed about research purpose.

## **II- Operational Design:**

It included preparatory phase, pilot study and field work.

**Preparatory phase:**

It included reviewing of past, current, national and international related literature and theoretical knowledge of various aspects of the study using books, articles, internet, periodicals and magazines to develop tools for data collection.

**Pilot study:**

The pilot study was carried out after validity of the tools and before starting the actual data collection. The aim of the pilot study was to confirm understanding, clarity and applicability of the tools, to determine required time to fulfill the tools. The pilot study was carried out on 10% of the total sample size, (7) from nursing personnel. Those participants were included in the study sample.

**Field work:**

Data was collected upon two months started at the beginning of April 2024 and completed by the end of May 2024. After securing all official permissions the investigator met the manager of the hospital to explain the aim of the study to gain the approval of data collection.

Before beginning to collect data from the study subject the researcher introduced herself to them, explained the aim of the study, and informed them that their information will be treated confidential and will be used only for the purpose of the research: additionally, each participant was notified about the right to accept or refuse to participate in the study and obtaining a verbal consent to participate in this study.

The researcher collects the data two times weekly presented 2 hours/days to collect data. Data was collected in the morning and subjects full filling the questionnaire. The time needed to answer questions for Job involvement tool (5 minutes) and Organizational citizenship behavior tool (10-15). The researcher checked the completeness of each filled sheet to ensure the observation of any missing data.

**3- Administrative design:**

To carry out the study, official letters issued from the faculty of nursing Helwan university explained the aim of the study to the manager of Hamdy Elsayed hospital to obtain the permission for data collection. Individual oral consent was also obtained from each nurse in the study.

**IV - Statistical analysis:**

The collected data were organized, tabulated, and statistically analyzed using SPSS software (Statistical Package for the Social Sciences, version 26, SPSS Inc. Chicago, IL, USA). For quantitative data, mean and standard deviation were calculated. For qualitative data, which describe a categorical set of data by frequency, percentage or proportion of each category, comparison between two groups and more was done using Chi-square test ( $\chi^2$ ). The correlation between variables was evaluated using Pearson's correlation coefficient (r). Significance was adopted at  $p < 0.05$  for interpretation of results of tests of significance.

### III. Results:

**Table (1):** Frequency distribution of personal characteristics among the studied nursing personnel (n=70)

Personal characteristics		No	%
▪ Age (in years)	20- < 30 Yrs.	54	<b>77.1</b>
	30- < 40 Yrs.	15	21.4
	40- < 50 Yrs.	1	1.4
	≥ 50 Yrs.	0	0.0
	$\bar{x} \pm SD$	<b>29.2±4.1</b>	
▪ Gender	Male	27	38.6
	Female	43	<b>61.4</b>
	Ratio	<b>0.6:1</b>	
▪ Current residence	Country-side	40	<b>57.1</b>
	Town	30	42.9
▪ Marital status	Married	44	<b>62.9</b>
	Single	26	37.1
▪ Job title	Nursing director	0	0.0
	Nursing supervisor	3	4.3
	Head nursing	11	15.7
	Staff nurse	56	<b>80.0</b>
▪ Department	Operating room	2	2.9
	ICU	40	<b>57.1</b>
	ER	8	11.4
	Dialysis	2	2.9
	Inpatient department	15	21.4
	Outpatient clinics	3	4.3
▪ Year of experience	1 ≤ 5 years	50	<b>71.4</b>
	6 ≤ 10 years	15	21.4
	> 10 years	5	7.1
	$\bar{x} \pm SD$	<b>5.91±3.8</b>	
▪ Years of experience in your current position	2 ≤ 6 years	52	<b>74.3</b>
	6 ≤ 13 years	16	22.9
	> 13 years	2	2.9
	$\bar{x} \pm SD$	<b>4.37±2.3</b>	

**Table (1):** described personal characteristics of the studied nursing personnel, it shows that nearly one-half (**77.1%**) of the age of the studied nursing personnel were ranged from 20- < 30 years old, with a mean age of **29.28±4.1**. Additionally, more than three-fifths (**61.4%**) of them were male with a male to female ratio=0.6:1. Additionally, more than half (**the same percentage of 57.1%**) of them were lived in countryside and working at ICU. Moreover, more than three-thirds (**62.9%**) and four-fifths (**80%**) of the studied nursing personnel, were married and staff nurse. As well, more than three-thirds (**71.4%**) of them had experience lasting from one year < five years in nursing field with a total mean of **5.91±3.8**. While nearly to three-quarters (**74.3%**) of them had experience lasting from two years < six years in the current position with a total mean of **4.37±2.3**.



**Table (2):** Total mean score of organizational reputation among the studied nursing personnel (n= 70).

Organizational reputation:	Min	Max	$\bar{x} \pm SD$	Mean %	$\bar{x}_w \pm SD$	Degree	Rank	F Test	P value
Performative	7	20	14.26±2.6	71.30	3.56±0.65	4 <sup>th</sup>	4		
General	22	50	36.71±4.6	73.42	3.67±0.46	2 <sup>nd</sup>	4		
Moral	10	30	22.23±3.1	47.10	3.70±0.52	1 <sup>st</sup>	4		
Technical	10	30	21.77±3.2	72.56	3.72±0.54	3 <sup>rd</sup>	4		
Procedural	5	15	10.53±1.6	70.20	3.50±0.56	5 <sup>th</sup>	4		
<b>Total score (145)</b>	<b>54</b>	<b>145</b>	<b>105.50±15.1</b>	<b>72.67</b>	<b>3.61±0.53</b>	<b>-</b>	<b>4</b>	<b>1.43</b>	<b>0.22</b>

\*Significant  $p \leq 0.05$

F: ANOVA Test

\*\*Highly significant  $p \leq 0.01$

1: Strongly Disagree

2: Disagree

3: Neutral

4: Agree

5: Strongly disagree

$\bar{x}_w \pm SD$ : Weight mean

**Table (2):** represents that the total mean score of organizational reputation among the studied nursing personnel is  $\bar{x} \pm SD = 105.50 \pm 15.1$  (Total score is 145). Additionally, moral organizational reputation gained the higher weight mean ( $3.70 \pm 0.52$ ) and ranked as the first dimensions of organizational reputation. While the dimension of procedural organizational reputation gained the lower weight mean ( $3.50 \pm 0.56$ ) and ranked as the last dimensions of organizational reputation. In addition to the absence of statistically significant difference between the total mean scores of different dimensions of organizational reputation, at  $P = 0.22$ .

**Table (3):** Total mean score of job tenure among the studied nursing personnel (n= 70)

Job tenure	Min	Max	x ± SD	x W ± SD	Degree	Rank	t Test	P value
Supports job tenure								
▪ Worker’s experience of doing the current job	6	28	20.73±3.8	3.45 ±0.63	4	3 <sup>rd</sup>		
▪ Natural supports in the workplace	7	19	14.11±2.1	3.53 ±0.53	4	2 <sup>nd</sup>		
▪ Strategies for integrating working / recovery & wellness.	9	20	14.21±1.8	3.55 ±0.46	4	1 <sup>st</sup>		
Total	22	67	49.06±7.6	3.51 ±0.53	4	1 <sup>st</sup> dimension of tenure		
Barrier to job tenure								
▪ Worker’s experience of doing the current job	6	24	13.70±4.2	2.28±0.69	2	3 <sup>rd</sup>		
▪ Natural supports in the workplace	4	18	9.23±3.1	2.32±0.79	2	2 <sup>nd</sup>		
▪ Strategies for integrating working /recovery & wellness	3	12	7.0±2.1	2.33±0.70	2	1 <sup>st</sup>		
Total	13	54	30.01±9.3	2.31±0.72	2	2 <sup>nd</sup> dimension of tenure		
Total of job tenure (Total score = 135)	87	103	96.70±17.2	3.65±0.73	4	-	11.1 T	0.000**

\*Significant  $p < 0.05$

F: ANOVA Test

\*\*Highly significant  $p < 0.01$

1: Strongly Disagree

2: Disagree

3: Neutral

4: Agree

5: Strongly disagree

T test: T independent test comparing the difference between supports job tenure and it's barriers.

$\bar{x}_w \pm SD$ : Weight mean

**Table (3):** represents that the total mean score of job tenure among the studied nursing personnel is  $\bar{x} \pm SD = 96.70 \pm 17.2$  (Total score is 135). Additionally, supports job tenure gained the higher weight mean ( $3.51 \pm 0.53$ ) and ranked as the first dimensions of job tenure. While the dimension of barriers to job tenure gained the lower weight mean ( $2.31 \pm 0.72$ ) and ranked as the last dimensions of job tenure. In addition to the presence of a highly statistically significant difference between the total mean scores of different dimensions of job tenure, at  $P = 0.000$ .

#### IV. Discussion

Organizational reputation has harvested substantial concentration across multiple disciplines as it plays a dynamic role in shaping Organizational resource and strategies. In the field of nursing, Organizational reputation consider one of main causes of nurses' attraction for the organization work environment and enhancing job tenure. Work values and job-related characteristics and tenure are significant predictors of job satisfaction and prevention of workforce shortages. However, the influence of factors may change according to the organization reputation join the nursing workforce (**Kim et al., 2024**).

In the nursing filed the relationship between organizational reputation and job tenure; value is a construct involved in evaluating nurses' outcomes or activities, and work value is formed by considering organizational reputation. In terms of general work value including the perception of satisfaction from work environments can motivate nurses' performance and competency and influencing attitudes and goals and reduce turnover (**Fute et al., 2024**). The aim of this study was conducted to assess the relationship between organizational reputation and job tenure among nursing personnel.

Concerning percentage distribution of level of organizational reputation among the studied nursing personnel; the result of the study illustrates that more than half of the studied nursing personnel has a moderate level of organizational reputation, followed by more than two-fifths of them have a high level. Additionally, for the total mean score of organizational reputation moral organizational reputation gained the higher weight mean and ranked as the first dimensions, while procedural organizational reputation gained the lower weight mean and ranked as the last dimensions.

From Researcher point of view, nurses consider that organizational reputation mainly influenced by several key factors depends on general, performative, moral, technical competence, and procedural practices

Likewise, the result of the study directed by **Tomaszewska et al. (2024)** entitled "Areas of professional life and job satisfaction of nurses" The assessment focused on the technical quality of the organizational reputation and social environment in the workplace. Respondents included both staff and managers rated performative and general cooperation and positive interactions highest. The sense of moral fairness at work received an average rating.

In the same line the result of the study done by **Zaki et al. (2023)** who illustrated that more than two-thirds of the studied nurses had positive perception levels regarding organizational reputation. As well, for the total mean score for all dimensions of nurses' perception regarding organizational reputation; the performance gained the highest mean score and ranking as the first dimension.

As regard percentage distribution of level of performative organizational reputation among the studied nursing personnel; the result of the study showed that less than half of the studied nurses get agreeing response ranged from moderate to high level of performative organizational reputation, separately, among the studied nursing personnel.



From researcher point of view, a comprehensive approach to integrating recovery and wellness in the workplace involves shifting the focus from illness to health, utilizing effective problem-solving and coping strategies for managing stressors, and leveraging external support systems, such as family, friends, and mental health professionals, to assist workers in overcoming work-related challenges.

The result of the study similar to the study done by **Iddrisu et al. (2023)** entitled “Work-related psychosocial challenges and coping strategies among nursing workforce during the COVID-19 pandemic” and illustrated that the working related strategies focus on direct nurses leaders and staff to manage problems in perspective of work coping and problem-solving strategies to deal with work stressor. As well, nurses expressed that external family and peer support assist to overcome work struggles and conflicts.

Likewise, The result of the study similar to the study done by **Mabona et al. (2023)** entitled “Best practice recommendations for healthy work environments for nurses” and revealed that nurses reported high positive response regarding direct patients care and management from illness to wellness through a healthy work environment for nurses include effective nursing leadership, effective communication, and effective teamwork as an integral part of a healthy work environment and the need for professional autonomy with contribution of family and social support.

About percentage distribution of level of barriers job tenure regarding worker’s experience of doing the current job among the studied nursing personnel; the result of the study showed that the majority nurses had low agree response in relation to worker’s experience of doing the current job including interest and competence and working conditions. From researcher point of view, nurses' experiences in the current roles are often marked by low interest and perceived competence, unfulfilling job duties, feelings of being overqualified or incompetent, unstable or inadequate working conditions with inflexible hours and pay, lack of accommodations, and challenges in commuting to the workplace.

Concerning percentage distribution of level of supports job tenure among the studied nursing personnel; the result of the study showed that one-third nurses had high strong response compared to less than three-fifth who had moderate followed by strong agree response in relation to strategies for integrating working with recovery and wellness including personnel and external resources.

The result of the study similar to the study applied by **Alshammari and Alenezi (2023)** entitled “Nursing workforce competencies and job satisfaction” and found that the majority of the studied nurses had negatively response with poor job tenure and intent to leave due to unsatisfied work managerial support, uncontrolled work and responsibilities, tasks incompetency regardless of work experiences with imbalance working load and extrinsic rewards.

For scatter dot correlation the results of the study represents that there was a strong statistically significant positive correlation between job tenure and organizational reputation among the studied nursing personnel. The result of the study confirmed by **Saiga et al. (2024)** who found strong positive correlation between positive work environments and clinical nursing competence and nurses commitment which reflected in job tenure.

This result was in agreement with the study conducted by **Trunova-Feduleeva (2024)** entitled “Assessment of working conditions and the degree of nursing staff satisfaction” and reported strong positive correlation between staff had high level of satisfaction towards work and the organizational positive work environments, which contributes to an increase in the level of labor and executive discipline and increases the workers’ productivity.

As regard percentage distribution of level of barriers job tenure regarding strategies for integrating working with recovery and wellness among the studied nursing personnel; the result of the

study showed that two-thirds of nurses had low agree response in relation to strategies for integrating working with recovery and wellness including personnel and external relationships and workplace culture. From researcher point of view, implementing strategies to support personnel in recovery and wellness includes addressing challenges such as symptom management (e.g., high anxiety, reduced concentration) and coping with workplace stress, while also tackling the lack of external support systems to alleviate these work-related difficulties.

The result of the study comparable to the study accomplished by **Tamminga et al.(2023)** entitled “Individual-level interventions for reducing occupational stress in healthcare workers” and bring into being that the majority of the studied participants had internal work challenges related to physical and emotional exhaustion including fatigue, anxiety, experience of stress, reduced concentration due to increased workload, job tasks and responsibilities. In addition to, low external supervisor and managerial support positive evaluation or feedback, and rewards.

According to linear regression analysis of the study the organizational reputation was a significantly determinant the job tenure among the studied nursing personnel. Regression results indicated that the overall regression model was highly significant with a positive predictor factor of the increase in organizational reputation is associated with an increase in job tenure among the studied nursing personnel.

In the same line the linear regression analysis of the study completed by **Firmanda et al. (2023)** who indicated that the improvement of staff job turnover, performance, and satisfaction is highly significantly influenced by good organizational culture status.

Also, the study done by **Erlina & Mishbahatul (2021)** entitled “the relationship of work motivation with nurse job satisfaction factor” and showed that leadership work motivation has a positive and significant effect in mediating the influence of organizational culture on job tenure satisfaction and staff ten performance. Likewise, the result of the study done by **Palvimo et al. (2023)** who found apposite associations between destructive leadership and job demands with burnout and tenure which became less positive when job resources were added to the regression model.

## Conclusion

There was a highly statistically significant positive strong correlation between organizational reputation and job tenure among nursing personnel with P.value(0.000)

## V. Recommendations

Based on the study findings, the following recommendations are suggested in order to promote nursing personnel awareness about the relationship between organizational reputation and job tenure among nursing personnel.

### Hospital needs to:

- Encourage continuous professional development programs.
- Engage nurses in initiatives that reinforce pride in their workplace, such as hospital achievements and community service.
- Establish channels for nurses to voice their opinions on workplace improvements, reinforcing a culture of trust and transparency that positively impacts job satisfaction.

### Nursing personnel need to:

- Integrate Reputation and Retention Topics into Nursing Curriculum.
- Provide nursing students with workshops and seminars that
- Conduct studies with larger sample sizes in both public and private healthcare sectors

**Further studies:**

- The study should be conducted in different healthcare units and settings with a large sample size to generalize the results.

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