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## Organizational Support and Citizenship Behavior among Head Nurses

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### Abstract

Background: Organizational support acts as the fuel that energizes nursing staff to contribute to their organizations with full potentials and capabilities and go beyond the call of duty and to adopt citizenship behaviors. Aim of the Study: Investigating organizational support and citizenship behavior among head nurses. Research Design: A descriptive correlational research design was utilized. Setting: The study was conducted at Beba Central Hospital, Beni-Suef Governorate, Egypt. Sample: A convenient sample of (60) head nurses was recruited for the study. Data collection tools: Two data collection tools were used; organizational support questionnaire and nursing personnel's citizenship behavior. Results: The majority of the head nurses had moderate perceptions of organizational support and high perceptions of citizenship behavior (90% and 88.3%) respectively. Conclusion: The current study concluded a moderate positive correlation between head nurses' perceived organizational support and citizenship behaviors. Recommendations: Creating innovative strategies for designing supportive work practice environment for nursing staff and cultivating the sense of citizenship among nursing staff.

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Keywords: Organizational Support, Citizenship behavior, Head Nurses.

### Introduction

Organizational support indicates a general awareness of the degree to which an organization values the welfare and contributions of its employees. A high

level of organizational support generally enhances positive work attitudes and sense of belonging to the organization, eventually improving work engagement. Furthermore, organizational support has a

positive impact on the extra role behavior of employees and the formation of reciprocal attitudes toward the organization. Likewise, organizational support has a positive impact on the customer orientation of employees (Imran et al., 2020).

Based on whether their welfare and contributions are appreciated by their organizations a concept known as perceived organizational support employees would have a general impression of the organization. It can be characterized as the mental image that workers form to determine how highly the organization regards their wellbeing and contributions (Park & Kim, 2024).

The voluntary actions of an employee that are not limited by their employment contract and have the potential to significantly enhance the organization's success are referred to as organizational citizenship behavior. It is an unwavering work behavior displayed by the staff. The organization accepts this kind of behavior even if job descriptions do not specifically prohibit it. What's more, employees choose to engage in organizational citizenship behavior voluntarily. Organizations can function more efficiently thanks to internal corporate citizenship behavior, which improves organizational performance.

Organizational citizenship behavior enhances customer satisfaction and service quality (Kao et al. 2023).

The term "organizational citizenship behavior" describes a range of actions taken by employees on behalf of their coworkers and the company. Organizational citizenship behaviors encompass a range of actions, including accepting and taking on new tasks, adhering to organizational policies and guidelines, maintaining and improving a positive attitude, and tolerating issues and dissatisfaction at work. Therefore, Organizational citizenship behavior is employees' behavior that goes above and beyond the call of duty (Sumardjo & Supriadi, 2023).

Nonetheless, there are five aspects of organizational citizenship behavior that includes altruism, courtesy, civic virtue, sportsmanship and conscientiousness. In the workplace, **altruism** primarily takes the form of helpful actions that can be taken both inside and outside the company. The definition of **courtesy** is discretionary behavior intended to avoid problems with other employees at work. **Civic virtue** is typified by actions that show a worker's genuine concern for the organization and active involvement in its operations. Conscientiousness is demonstrating an

employee's dependability and reliability inside the organization by adhering to organizational rules and practices. According to its definition, **sportsmanship** is the ability of an employee to tolerate less than optimal organizational circumstances without being overly critical of or exaggerating issues. (Bogler & Somech, 2023).

### Significance of the Study

In order to address socio-emotional requirements, evaluate the advantages of enhancing head nurses' job, and shape perceptions of the working environment, it is thought that organizations that value and care about their employees' lives must provide strong organizational support. Head nurses' affective commitment to the organization, expectations that good performance would be rewarded, and sense of duty to assist the organization in achieving its goals are all increased by organizational support (Setyoko & Kurniasih, 2022). Nowadays, employers are looking for head nurses who are willing to go above and beyond the call of duty, who are emotionally committed in their profession, and who are prepared and capable of participating fully in their work. They need head nurses who are driven and committed to going above and beyond performance standards. When head nurses see organizational support, their judgments

of their work on a cognitive and emotional level are strengthened; this will help them strike a balance between work and life leading positive outcomes and welfare (Abo Habieb & El-Wkeel, 2020).

When head nurses are employed in a supportive workplace, they are more likely to report errors. As a result, they will also lessen the likelihood of dangerous circumstances that may incur a range of expenses. Furthermore, turnover intentions are decreased by head nurses' perceptions that their organizations value their wellbeing and that their contributions are evaluated. The sense of loyalty that motivates nurses to complete tasks, their emotional involvement and commitment, and their expectation of rewards and recognition for their efforts are all influenced by organizational support (Setyoko & Kurniasih, 2022).

Organizational citizenship behaviors" refers to a wide range of actions, including accepting and taking on new tasks, abiding by organizational policies and procedures, maintaining and improving a good attitude, and tolerating job unhappiness. In addition, head nurses' unfavorable attitudes and actions towards patients have made it difficult to guarantee that patients' rights to safety and care are met. Employee beliefs, such as how

supportive they feel from the organization, may have an impact on how they behave as corporate citizens (Morales-Sanchez & Pasamar, 2019). Therefore this study is very significant as its finding will be beneficial for policy makers and hospital administrators in putting hands on the problem and creating strategies for enhancing and supporting staff and cultivating the spirit of citizenship among head nurses.

### **Aim of the Study:**

The study aimed at investigating organizational support and citizenship behavior among head nurses.

### **Objectives:**

The aim of the current study was achieved through the following objectives:

- Evaluating the level of organizational support as the perceived by head nurses.
- Measuring the level of citizenship behavior as the perceived by head nurses.
- Verifying the relation between organizational support and citizenship behavior among head nurses.

### **Research Questions:**

Three research questions were formulated based on the aim of the study:

**Q1:** What is the level of organizational support as perceived by head nurse?

**Q2:** What is the level of citizenship behavior as perceived by head nurses?

**Q3:** Is there a relationship between organizational support and citizenship behavior among head nurses?

### **Subjects and Methods**

#### **Research Design:**

A descriptive correlational research design was utilized for conducting the current study.

#### **Research Setting:**

The study was conducted at Beba Central Hospital, Beni-Suef Governorate, Egypt, Which consists of following buildings: 1-The building of internal departments which consists of obstetrics and Gynecology (7 beds) provides delivery and maternity, pediatric department (23 beds) serves several children's, Medical and Surgical department (3 beds), Neonate Intensive Care Unit (45 incubators), Operating department (3 rooms) provides several operations. Emergency department provides several services for emergency cases, and Lab and Sterilization. 2-Outpatient clinics' buildings have eight outpatient clinics and serve several people and Radiology inside the medical center. 3-Hemodialysis units which located inside Curative Medicine Department in the Directorate of Health Affairs include 3units (Seds, Tans and Qobsh).

## Subjects

A convenient sample of (60) head nurses from the previously mentioned setting who agreed to participate in the study was recruited for the study.

## Inclusion Criteria:

The sample included both male and female head nurses who had at least two years of experience in the study setting.

## Sample size

Sample size was calculated using Steven and Thompson equation to calculate the sample size from the next formula

$$n = \frac{Np(1-p)}{(N-1)(d^2/z^2) + p(1-p)}$$

N= Population (70)

Z= confidence level 95% (1.96)

P= probability (50%)

d= margin of error (0.05)

## Tools of Data Collection:

Two data collection tools were used in the study:

### Tool I: Organizational Support Questionnaire:

This tool consists of two parts. **The first part: Personal and job characteristics** which assesses personal characteristics of the head nurses. It includes items such as age, gender and years of experience, etc.

**The second part: organizational support scale:** It was adapted from (Zhang et al., 2016) to assess head nurses' perception of organizational support. It consists of 36 items.

### Scoring System:

Each item of the scale was scored on a five points Likert scale; strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5). Negative items were reversely coded. The range of score was (36-180). The overall score of items was summed up and categorized as the following:

- High ( $\geq 75$ ).
- Moderate (50 %-< 75%).
- Low (>50%).

### Tool II: Nursing Personnel's Citizenship Behavior

It was adapted from (Desselle & Semsick, 2016) to assess head nurses' perceptions of organizational citizenship behavior. It consists of 23 items divided into five domains: sportsmanship (5 items), altruism (5 items), civic virtue (5 items), courtesy (4 items) and conscientiousness (4 items).

### Scoring system:

Each item of the scale was scored on a three points Likert scale; disagree (1), neutral (2) and agree (3). The range of

score was (23-69). The overall score of items was summed up and categorized as the following:

- High ( $\geq 75\%$ .)
- Moderate (50 %-< 75%)
- Low (>50 %)

### **Validity:**

Five nursing administration experts (two professors from Cairo University's faculty of nursing and three assistant professors from Beni-Suef University's faculty of nursing) evaluated the content, clarity, applicability, and sufficiency of the data collection instrument to determine its **validity**. The nursing experts' recommendations guided the modifications made to the instruments.

### **Reliability**

The Cronbach's alpha coefficient was used to examine the tool's **internal consistency**; the results showed that the organizational support scale had a good reliability score of 0.883 and the organizational citizenship behavior scale had a good reliability score of 0.924.

### **Pilot Study:**

To assess the applicability and clarity of the designed tools, a pilot study was carried out with six head nurses representing 10% of the head nurses at the previously mentioned setting. Estimating how long it would take each respondent to complete the questionnaire was another

purpose of the pilot. Pilot study was carried out at December 2023 and lasted for one week. Because some changes were made in response to the pilot study's findings, head nurses who were chosen for the study were not included in the analysis.

### **Field work:**

Official permissions from the medical and nursing managers of Beni-Suef University hospital were obtained. Every head nurse received an invitation to take part in the research. After explaining the nature and goal of the study to the hospital's medical and nursing directors in order to streamline and manage the data collection process, each participant signed a written informed permission/consent form. Head nurses were told that participation was completely voluntary by the investigator. The information's anonymity was guaranteed. Head nurses who completed the data collecting instruments while the investigators awaited their completion evaluated head nurses' opinions of organizational support and citizenship behaviors. Because the head nurses had a moderate workload and enough time to finish the questionnaires, data collection took place during evening shifts, two days weekly. The questionnaires took about twenty minutes to complete. Data collections lasted for one month from the start to the end of

January 2024. Ultimately, the completed and logically error-free questionnaires were analyzed.

### **Ethical Considerations:**

The research ethics committee at faculty of medicine, Beni Suef University revised and approved the study. Participants were assured of the informed consent right and voluntary participation. The data were strictly protected and was used only for academic research purpose.

### **Statistical Data Analysis:**

The statistical software for social sciences (SPSS 22.0) was used to analyze the data that had been gathered and provide descriptive statistics, such as frequencies and percentages for categorical variables. For continuous variables, means and standard deviations were employed. The study variables' correlation was measured using the Pearson correlation coefficient. Categorical variables were correlated using chi square testing. Significance level was set at  $P < 0.05$ .

### **Results**

Table 1 and figure 1 summarized the personal characteristics of studied head nurses. Regarding their ages, more than half of studied head nurses were aged between twenty and thirty years with mean

age ( $33.63 \pm 8.78$ ). Concerning their gender and marital status, the majority of studied head nurses were female and married (90% and 91.7%) respectively. Regarding studied head nurses' qualifications, about two thirds of them (60%) had bachelor degrees in nursing. In reference to their experience, the studied head nurses mean years of experience was ( $11.18 \pm 7.08$ ).

Table 2 and figure 2 displayed the studied head nurses' overall mean score and perceptions levels regarding organizational support. The overall mean score of studied head nurses' perception regarding organizational support was ( $112.65 \pm 12.89$ ) with mean percent (62.6%) indicating a moderate level of organizational support. Regarding studied head nurses perception levels, the majority of them (90%) had moderate levels of perceptions regarding organizational support.

Table 3 illustrated the overall mean score of studied head nurses' perception regarding organizational citizenship behavior. The overall mean score of studied head nurses' perception regarding organizational citizenship behavior was ( $56.83 \pm 4.77$ ) with mean percent (82.36) indicate a high level of organizational citizenship behavior. Regarding the sub-dimensions of organizational citizenship behavior, the highest mean percent was for

altruism (94.2%) while the lowest mean percent was for sportsmanship (64.3%).

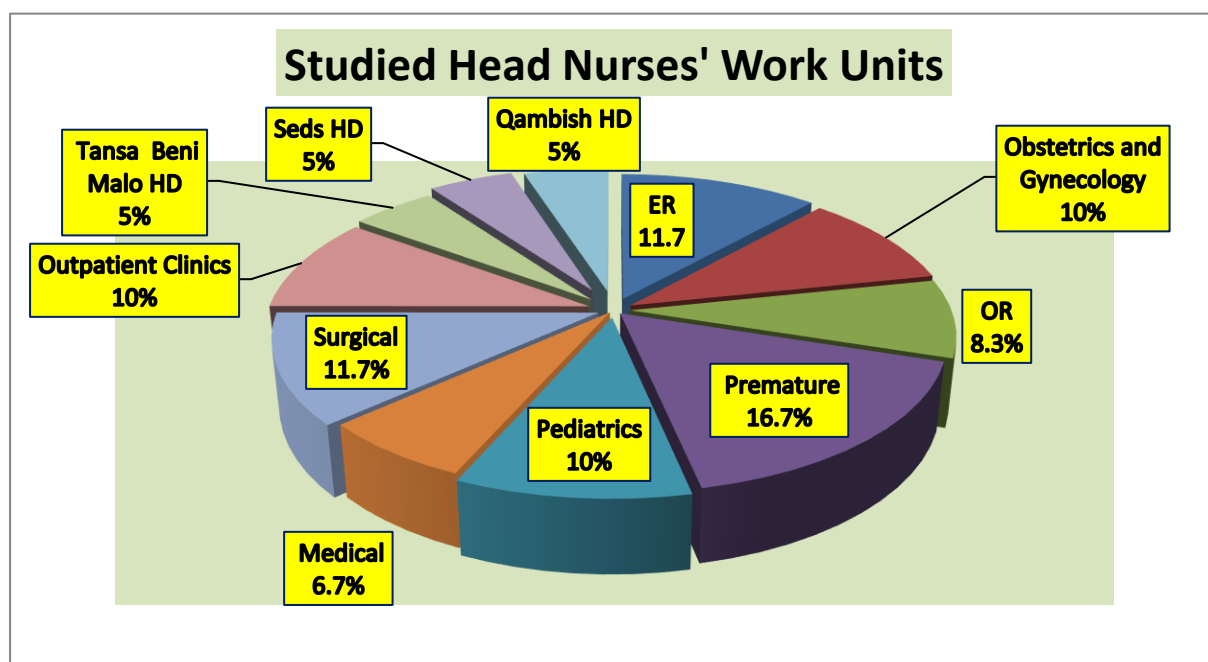
Figure 3 showed the distribution of studied head nurses' perception levels regarding organizational citizenship behavior. The majority of studied head nurses (88.3%) had high levels of perception regarding organizational citizenship behavior.

Table 4 summarized the correlation between studied head nurses' perception of organizational support and citizenship behavior. Using Pearson correlation coefficient, there was a significant statistical moderate positive correlation between studied head nurses' perception of organizational support and citizenship behavior ( $r=0.456$ ,  $P=0.000$ ).



**Table (1) Frequency distribution of studied head nurses' personal characteristics (n=60)**

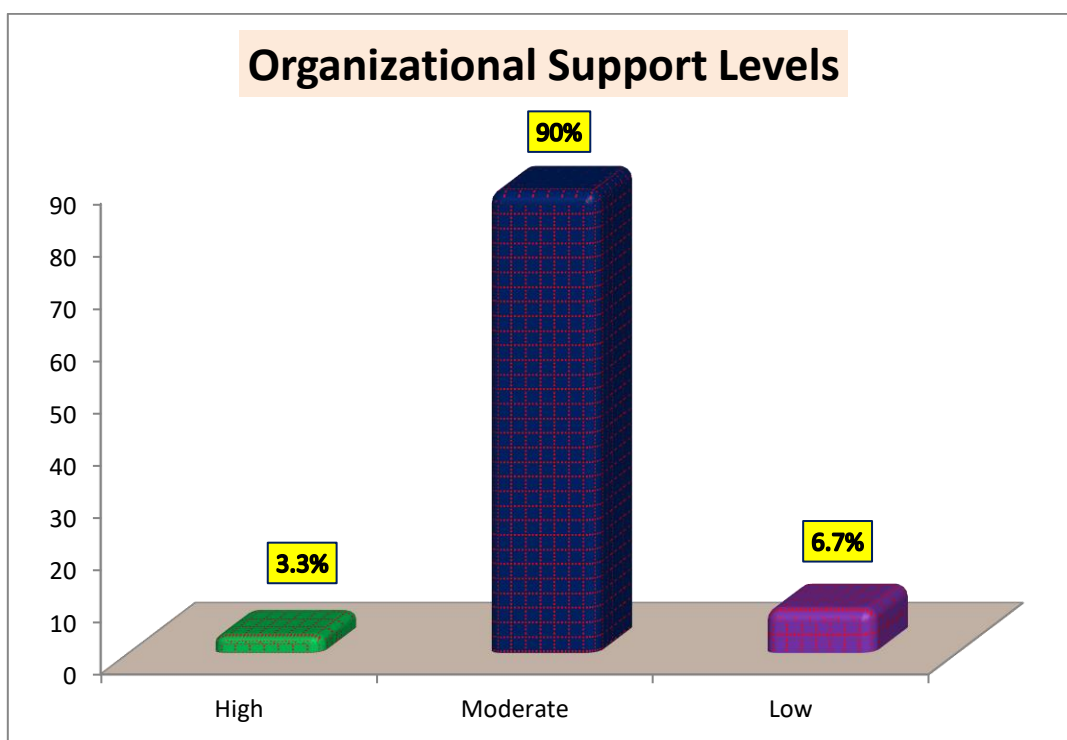
Personal Characteristics	No.	%
<b>Age (years)</b>		
– 20 < 30	35	58.3
– 30 < 40	14	23.3
– 40 < 50	4	6.7
– ≥50	7	11.7
<i>Mean±SD</i>	33.63±8.78	
<b>Gender</b>		
– Male	6	10
– Female	54	90
<b>Marital status</b>		
– Single	2	3.3
– Married	55	91.7
– Widow	1	1.7
– Divorced	2	3.3
<b>Nursing Qualifications</b>		
– Diploma in Nursing	13	21.7
– Nursing Technical Institute	8	13.3
– Bachelor of Nursing	36	60
– Postgraduate Studies	3	5
<b>Experience (years)</b>		
– < 5	21	35
– 5 < 10	20	33.3
– 10 < 15	6	10
– ≥ 15	13	21.7
<i>Mean±SD</i>	11.18±7.08	



**Figure (1) Frequency distribution of studied head nurses' work units (n=60).**

**Table (2) Studied head nurses’ perception levels and overall mean score regarding organizational support (n=60)**

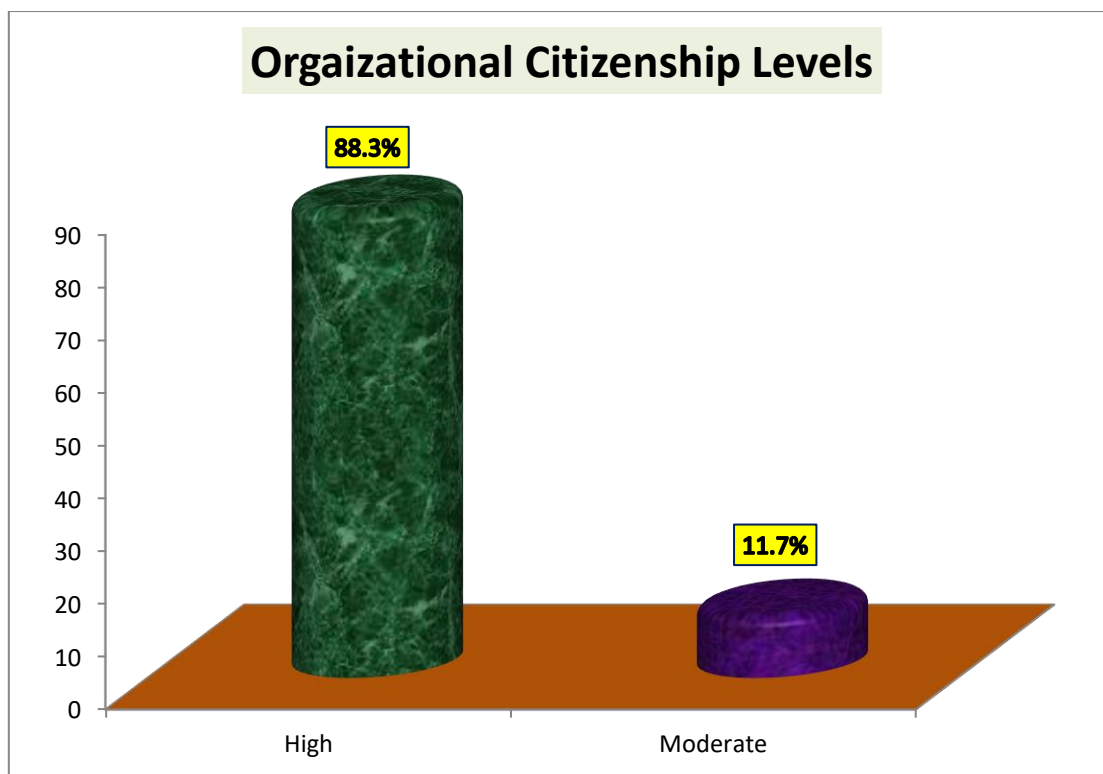
Organizational Support	No	%	Mean±SD	112.65±12.89
– High (≥75%)	2	3.3	Mean (%)	62.6
– Moderate (50%-<75%)	54	90	Minimum	36
– Low (>50%)	4	6.7	Maximum	180



**Figure (2) Studied head nurses’ perception levels regarding organizational support (n=60).**

**Table (3) Overall mean score of studied head nurses’ perception regarding organizational citizenship behavior (n=60)**

Dimensions	Range	Mean±SD	Mean (%)	Rank
– Sportsmanship	5 – 15	9.65±2.07	64.3	5
– Altruism	5 – 15	14.13±1.70	94.2	1
– Civic virtue	5 – 15	13.70±1.41	91.3	2
– Courtesy	4 – 12	10.08±1.45	84	3
– Consciousness	4 – 12	9.26±1.78	77.2	4
<b>Overall OCB</b>	23 – 69	56.83±4.77	82.36	



**Figure (3) Frequency distribution of studied head nurses’ perception levels regarding organizational citizenship behavior (n=60).**

**Table (4) Correlation between studied head nurses’ perception of organizational support and citizenship behavior (n=60)**

Variables		Organizational Citizenship
Organizational Support	<i>r</i>	0.456
	P-Value	0.000**

**Discussion**

**Head nurses’ perception regarding organizational support:**

The majority of head nurses had moderate perceptions of organizational support, according the current study. This result could be due to difficult and stressful work environment, as well as a lack of managerial and administrative support. Likewise, **Asgari et al. (2020)**,

who examined how work satisfaction and perceived organizational support mediated the relationship between leadership styles and organizational citizenship behavior, found that study participants' perceptions of organizational support were moderate. The study's findings corroborated those of **Han et al. (2019)**, who found that the subjects of the investigation had moderate levels of organizational support in their

study on organizational support and knowledge sharing: a moderated mediation model of job characteristics and organizational citizenship behavior. **Al-Hamdan and Bani Issa (2022)** examined the impact of organizational support and self-efficacy on job engagement among registered nurses in Jordan. Their findings indicated that a significant proportion of the nurses under investigation exhibited elevated levels of perceived organizational support. Conversely, **El-Aliem and Hamouda (2020)** found that a third of the nurses in their study had low levels of overall organizational support, while fewer than a quarter had high levels. Their research examined the relationship between organizational support and nurses' perceived citizenship and innovation. **Abou Hashish (2017)** reported inconsistent results from her study on the relationship between the ethical work climate and nurses' perceptions of organizational support, commitment, job satisfaction, and intent to leave. She found that less than one-third of nurses reported high levels of support, and about half reported moderate levels.

#### **Head nurses' perception regarding organizational citizenship behavior:**

In relation to the current investigation, the majority of head nurses who were surveyed had strong opinions about organizational citizenship behavior.

The socially acceptable replies from the head nurses under study may have contributed to this outcome. Similarly, **Asgari et al. (2020)** found that the participants in the study had a modest view of organizational support. A similar conclusion was reached by **Wang et al. (2023)**, who carried out a cross-sectional study to look into the connections between organizational citizenship behavior, ethical climate, and job burnout among registered nurses. They discovered that the mean organizational citizenship behavior of the nurses they studied was high. According to inconsistent findings published by **Bakeer et al. (2023)**, the majority of the nurses in the study exhibited low levels of organizational citizenship behavior. The study also examined how nurses perceived organizational justice and job satisfaction and how these factors related to organizational citizenship behavior. **El-Aliem and Hamouda (2020)** also observed inconsistent results, showing that only a quarter of the nurses in their study exhibited high levels of total organizational citizenship behavior, while slightly less than half showed moderate levels.

#### **Correlation between head nurses' perception regarding organizational support and organizational citizenship behavior:**

The result of the current study revealed a moderate positive correlation between head nurses' perception regarding organizational support and organizational citizenship behavior. Congruently **Asgari et al., (2020)** reported a moderate correlation between studied nurses' organizational support and organizational citizenship behavior. Consistently, **Andrade and Neves (2022)** who studied the perceived organizational support, coworkers' conflict and organizational citizenship behavior reported a moderate positive correlation between perceived organizational support and organizational citizenship behavior. In the same line, **Han et al., (2019)** also reported a moderate positive correlation between perceived organizational support and organizational citizenship behavior.

The current study also was in agreement with **El-Aliem and Hamouda (2020)** who reported highly statistically significant positive correlation between studied nurses' total organizational support and total organizational citizenship. This study also supported by the study conducted by **Abdulrab et al., (2018)** entitled the role of psychological empowerment as a mediating variable between perceived organizational support and organizational citizenship behavior in Malaysian higher education institutions, who reported that there was positive

correlation between organizational support and organizational citizenship. Inconsistently, **Jehanzeb (2020)** who studied the relationship between perceived organizational support, employee development and organizational citizenship behavior found an insignificant relationship between perceived organizational support and organizational citizenship behavior.

Generally speaking, we found different studies in the nursing literature about organizational support and citizenship behavior. Different study finding was reported indicating the unique nature of studied subjects and different study settings. This field of study is still under development and more divergent studies are required to reach a settlement.

### **Conclusion**

The current study concluded a moderate positive correlation between head nurses' perceived organizational support and citizenship behaviors.

### **Recommendations**

In the light of the findings of the study, the following recommendations were formulated:

#### ***For hospital managers and administrators:***

- Creating innovative strategies for designing supportive work practice environment for nursing staff.

- Emphasizing organizational climate and culture that are supportive for nurses and adopting green nursing management practices.
- Continuous evaluation of nursing perception regarding organizational support and considering their suggestions for improving and enhancing their support and empowering them.
- Providing appropriate rewards for increasing nursing citizenship behaviors.
- Carrying out workshops and training program for enhancing citizenship behavior among nurses.

***For policy makers:***

- Establishing national program for evaluating the work related factors and work environment for detecting the barriers and facilitators for organizational support within the hospital context.
- Developing national awards for nursing supportive hospitals.
- Developing national policy for improving and enforcing citizenship among nursing staff.

***For nurse researchers:***

- Conducting further quantitative studies in different settings with larger sample sizes for

investigating the relationship between organizational support and citizenship behaviors among nursing staff.

- Conducting further qualitative studies investigating deeply the nurses' perception of citizenship behaviors.

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