Organizational Support and Work Engagement as Perceived by Head Nurses at Mansoura University Hospital

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Abstract: **Perceived organizational support has a positive reflection on employees and the institution. Egyptian organizations may be confronting significant challenges as they make efforts to improve levels of employee work engagement.**

Aims: The present study aimed to assess the level of perceived organizational support, work engagement among head nurses. And examine relationship between organizational support and work engagement as perceived by head nurses. Setting: This study was conducted at Mansoura University Hospital.

Research Design: A descriptive design was utilized.

Sample: All head nurses (n=90) who agreed to participate in the study at time of data collection.

Tools: Two tools were usedPerceived Organizational Support Scale and Utrecht Work Engagement Scale .Results: Head nurses majority involved in the study were have moderate perceived organizational support level and high level of work engagement. There was a highly significant correlation between head nurses' perception of organizational support and work engagement (r=0.240 and p-value= < 0.023) which means (p-value < 0.05 and r more than 0.174).

Conclusion:-Majority of the head nurses who work at Main Mansoura University Hospital had moderate level of perceived organizational support and high level of work engagement. There was a statistically significant relation between head nurses' perceived organizational support and their work engagement.

Recommendations: It's recommended that Mansoura University Hospital should develop strategies to create an atmosphere that is under which head nurses fell more supported (e.g. headnurse's participation in hospital affairs, include a representative member in different hospital committee, and providing chances for continuing education and promotion).

Keywords: **Organizational Support, Work Engagement, Head Nurses.**

I. INTRODUCTION

Challenge for any health care organization keeping nurses toparticipate in the real market **(Kemelgor and Meek, 2008 and Kumar, 2014).**Continuing positive work outcomes, , task performance,engagement and citizenship Results from supporting organization **(Eisenberger and Stinglhamber, 2011).**

Perceived organizational support (POS)effects on all organizational strategies. Creating suitable work conditions, manager support, appropriate prizes and justice in the work that are human beliefs leads to the improvement of one's self-esteem, hope and personal growth of employees. Resultinginbeing of physical, mental, emotional, and spiritual wellbeing **(Pourghaz, Toomaj and Yaghoubi 2014).**

The extent the organization beliefs employees' assistances and concerned about them defined as (POS) .(**Allen et al., 2008 and Samuel,2014**).Degree to which nurses trust that their organization,evaluatestheir facilities and consider their roles also the extent to which their wants are seen by the organization defined Perceived organizational support. Organizational support shows how much the organizationrecognizes the nurses and maintenances about their well-being. Staff nurses to be more effective and more loyal to the duty needed to supported from organization (**Al-Homayan, et al., 2013**).

Baran, Miller and Shanockm (2012) reported that due to social and emotional needs and organization's willingness to reward increased efforts made on its behalfnurses developed by POS. Highly perceived level of organizational support may aid to restore the balance between the benefits awarded by the health care organization and the contributions of the nurse. In general, (POS) has a positive reflection on nurses and the organization ; staff tends to perform better withorganizational support. Furthermore, there are various shape for organizational support as provision of opportunities ,emotional support, , encourages being autonomous and improving performing appropriate decision (**Atay, Colakoglu and Culha, 2010 and Peterson 2015**).

Babakus, Karatepe, and Yavas (2010) Illustrated that distinguish low and high performing nurses was one factor to judge that organizational support .Also, **Grau et al. (2011)** and **Asif and Hussain (2012)**said that nurses and organization in relations of better level of staff performance considerable one element of organizational support, quality of patients' care and job satisfaction. Nurses who increase organizational support will have more participation and stronger feelings of faithfulness and allegiance towards the organization. This lead to nurse engagement and showed that there is a positive significant connotation between perceived organization support, Organizational Commitment and employee engagement(**Chang**, **2014**).

Empirically proved organizational support is an originator to work engagement. **Kumar and Pati (2010)** and **Richard et al. (2011)** determined that nurse engagement plays a mediating role between organizational support and nurse intention to leave. Recent research findings explored that work engagement is important because suggest that engaged nurse' spractice: happiness, pleasure, and enthusiasm, worthyphysical and psychological health, improve job performance, increased ability to create job and personal different capacity and to transfer their engagement to others (**Bakker et al., 2008 and Mirza Darian, 2013**).

Bernoff, Glass, and Haven (2007) defined engagement as one's involvement level, interaction, intimacy, and effectwith a brand over time on person. **Shuck and Wollard (2010)** also define nurse engagement as a working condition in which the nurse's perceptions, feelings and behaviors are aimed as the required health care organization results. **Bakker and Demerouti (2008)** and **Christian, Garza and Slaughter (2011)** stated that work engagement is a term describing a positive work-related status of mind characterized by vigor, dedication and absorption. **Antoinette Ettebargagliotti (2012)** defined work engagement in nursing as "the dedicated, absorbing, vigorous nursing practice that emerges from settings of autonomy and trust and results in safer, cost effective patient outcomes.

Work engagement is a positive, achievement, affective-motivational condition of work-related well-being that can be seen as the contradictory of job burnout. Work engagement concept involves a personal commitment to reaching goals, and engaged nurses put a personal energy and enthusiasm into their work. The focus and energy that is characteristic of work engagement allow nurses to bring their full potential into the work(**Bakker and Schaufeli (2010)**

Previous studies revealed that job support are correlated with work engagement include social support from supervisors, feedback for one's performance, autonomy and opportunity for learning (**Bakker and Leiter 2010**). Nurseengagement has been found to be positively related to job performance. Positive relationship between nurse engagement and organizational performance outcomes, staff retention, productivity, and organizations revenue were documented. (**Bakker, Demerouti, and Sanz-Vergel, 2014**).

With growing the essential to draw and recall engaged nurses, in recent years there has been need to focus on understanding factors that move the well-being of nurses and their work behaviors such as nurse engagement. Researchers accept that staff lacks at hospital mean that staff are facing increasing workloads. Therefore, nursing administrators must identify means of retaining, engaging and ways of supporting their staff to facilitate engagement and unexpected behaviors. **Fasoli (2010)**known that work engagement in nursing field is becoming strategically important in responding to current challenges within health organizations.

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Burke and El-kot (2010) reported that Egyptian organizations   may be confronting a significant challenge as they make efforts to improve levels of nurses, work engagement. **Wilson (2009)** stated that health successful organizations know that nurses' engagement is crucial. Furthermore, from researcher's point of view there is a little research in Egypt that investigates the concept under investigation. Therefore, the following study will be conducted to assess the relationship between organizational support and work engagement as perceived by head nurses at Mansoura University Hospital.

1.1Aim of the study:-

1- Assess level of organizational support as perceived by head nurses at Main Mansoura University Hospital

2- Assess level of work engagement among head nurses at Main Mansoura University Hospital

3- Determine therelationship between organizational support and work engagement among head nurses at Main Mansoura University Hospital**.**

II.   SUBJECTS AND METHODS

Research Design:

A descriptive design was utilized to achieve the objective of the present study.

Subjects:-All head nurses (n=90) who agreed to participate in the study at time of data collection will be included.

Setting: The current t study was conducted in all departments at Main Mansoura University Hospital.

Tools for data collection:

Tool 1:--**Perceived Organizational Support Scale: -** Itwas developed by **Eisenberger et al. (1986).** It consisted of (36) itemswhich has six subheading namely; fairness of treatment (7 items), organizational rewards (4 items), job conditions (8 items), supervision (4   items), job security (5 items) and recognition, pay, and promotions (8 items). to assess levels of perceived organizational support among head nurses in pervious setting.

Tool11-.**Utrecht Work Engagement Scale (UWES):-** It was developed **by Bakker, Schaufeli, and Salanova (2006)** was adopted to measure the levels of head nurses' work engagement . The items of the UWES are clustered into three subscales corresponding to the conceptual components of work Engagement: 1-Vigor (6 items) ;2-Dedication (5 items);3-Absorption (6 items).

Scoring system:

Organizational support was assessed using five points Likert scale ranged from Strongly Disagree =1 to Strongly Agree =5.And, Work engagement was assessed using five points Likert scale ranged from Almost never =1 to always=5.

Tools validity and Reliability

Validity:

Study tools content validity was established by a panel of five experts three assistant professor and two lecturefrom Faculty of Nursing TantaUniversity and Nursing MansouraUniversity. Each expert on the panel was asked to examine the instrument for content, coverage, clarity, wording, length, format and overall appearance.

Reliability*:*

Reliability test was estimated using Cronbach's Alpha Coefficient for the two questionnaires which indicate that questionnaires were highly reliable. Test results for the questionnaires organizational supportand work engagement were (95.5%, 86%) respectively.

Pilot study:

The pilot study was carried out on (10%) of the current sample to ensure the clarity and applicability of the items, and to estimate the time needed to complete the questionnaire. The result showed that the time spent in filling the questionnaire was ranged between 25-30 minutes. Based on the pilot study analysis some modifications were done in the questionnaires. Number of pilot study was excluded in total number of the study sample.

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Ethical consideration:

Prior to the initial interview, verbal explanation of the nature and the aim of the study had been explained to the head nurses included in the study sample, clarification of the nature and purpose of the study was done in the interview with each subject. They were given an opportunity to refuse or to participate, and they were assured that their information will be confidentially utilized and used for the research purpose only.

Procedure:

An official permission was obtained from the administrator of the hospital after explaining the nature of the work. The researcher fully explained the aim , nature, and significance of the study for every eligible head nurse to obtain their acceptance to participate in the study and to the administrator to get better cooperation during the implementation phase of the research; also an individual oral consent was obtained from each participant in the study after explaining the purpose of the study ,During data collection the investigator handed the questionnaire sheets individually to the participant nurses in their units then the investigator explained the questionnaire sheets to them and asked them to fill it. The time spent to fill the questionnaires ranged between 25 to 30 minutes. The researcher waited until the participants complete the sheets and was ready to answer any question. After completion of filling the questionnaire sheet the researcher collected them. Data was collected in a period of two months from April to May 2016.

Statistical design:

Data entry and statistical analysis were done using computer software the statistical package for social studies (SPSS), version 21. Suitable descriptive statistics were used such as frequencies, and percentages for qualitative variables, means, and standards deviations for quantitative variables. Correlation coefficient (r) test was used to estimate the closeness association between variables. For all the tests used, statistical significance was considered at p–value <0.05.

III.   RESULTS

Table (1): Personal Characteristics of Head Nurses in Hospital (N= 90)

Items	N	%
Age		
< 30	4	4.4
30 -39	61	67.8
40 -49	23	25.6
≥ 50	2	2.2
Rang	28-59	
Mean	37.21	
Std.Deviation	5.47	
Educational qualification		
Nursing diploma	1	1.1
Technical institute of nursing	0	0
Bachelor of nursing	78	86.7
Other	11	12.2
Marital Status		
Single	9	10
Married	77	85.6
Divorced	2	2.2
Widow	2	2.2
Years of experience in nursing		
< 5	0	0
5 -14	46	51.1
15 -24	38	42.2
≥ 25	6	6.7
Rang	6-41	
Mean	15.12	
Std.Deviation	5.66	

Training		
Yes	69	76.7
No	21	23.3
Mean	0.77	
Std.Deviation	0.43	

Table(1): Illustrates personal characteristics of head nurses in the hospital,The head nurses' age ranged between (28-59) years with mean age (37.21), the highest percentage (67.8%) of them were in the age group from (30 to 39). While the lowest percentage (2.2%) of them were in the age group (≥ 50). Regarding the years of experience, the headnurses' years of experience ranged between (6-41) years with mean age (15.12), considerable percent (51.1%) of head nurses had (5-14) years and the lowest percentage (6.7%) of head nurses had (≥ 25) years of experience. While there were no any head nurses had (< 5) years of experience.

Regarding the educational qualification, the majority (86.7%) of the head nurses hold Bachelor of nursing. But, (12.2%) of them hold other levels as diploma, master and so on, but only (1.1%) of them hold nursing diploma. While there were no any head nurses had hold technical institute of nursing.

In addition, the majority (85.6%) of the head nurses are married compared to (10%) are single. According to their training by the hospital, the majority (76.7%) of the head nurses hold the training courses during the working, but (23.3%) of them didn't hold any training courses during their work.

Table (2): Characteristics of Organizational Support Level as Perceived by Head Nurses (N=90).

M	Organizational Support Characteristics	Low		Moderate		High		Chi-square	
		N	%	N	%	N	%	X^2	P-value
1	Fairness of treatment	37	41.1	23	25.6	30	33.3	3.267	0.195
2	Organizational rewards	29	32.2	27	30	34	37.8	0.867	0.648
3	Job conditions	30	33.3	37	41.1	23	25.6	3.267	0.195
4	Supervision	25	27.8	12	13.3	53	58.9	29.267**	0.000
5	Job security	28	31.1	45	50	17	18.9	13.267**	0.001
6	Recognition, pay, and promotions	24	26.7	40	44.4	26	28.9	5.067	0.079
Total		27	30	34	37.8	29	32.2	0.867	0.648

$P < 0.05$

Table (2): Illustratescharacteristics of organizational support level as perceived by head nurses. The table indicated that as general, the highest percentage(37.8%) of head nurses had moderate level of perception regarding characteristics of perceived organizational support, while only (32.2%) of them had high level of perception. Specifically, the majority (58.9 and 50) of head nurses had level at Supervision and Job security items.

Table (3): Mean and Standard Deviation of Characteristics of Organizational Support as perceived by head nurses (N=90).

M	Organizational Support Characteristics	Mean	SD	Mean Percent
1	Fairness of treatment	22.8667	5.9778	65.33%
2	Organizational rewards	13.0444	3.5692	44.98%
3	Job conditions	22.2667	6.2275	63.61
4	Supervision	14.7556	3.4683	73.77%
5	Job security	16.0778	3.0730	64.31%
6	Recognition, pay, and promotions	23.2333	4.6809	66.38%
Total		112.2444	23.9935	66.02%

Table (3): Reveals mean and standard deviation of characteristics of organizational support as perceived by head nurses. It's observed that the overall total perceived organization support characteristics mean score was 112.2444 ±23.9935. Supervision perceived as the highest mean percent (73.77%) among the head nurses with mean score of 14.7556±3.4683 followed by Recognition, pay, and promotions (66.38%) with mean score of 23.2333±4.6809.

While Fairness of treatment and Job security perceived as the moderate mean percent (65.33%and 64.31%) of perception of perceived organization support characteristics among head nurses, with mean score 22.8667±5.9778and 16.0778±3.0730, respectively. And,job conditions and organizational rewards perceived as the lowest mean percent (63.61% and 44.98%) of perception of perceived organization support characteristics among head nurses, with mean score 22.2667±6.2275 and 13.0444±3.5692, respectively.

Table (4): Characteristics of Work Engagement Level as Perceived by Head Nurses (N=90).

M	Work Engagement Characteristics	Low		Moderate		High		Chi-square	
		N	%	N	%	N	%	X^2	P=value
1	**Vigor**	6	6.7	14	15.6	70	77.8	81.067**	0.000
2	**Dedication**	2	2.2	4	4.4	84	93.3	145.867**	0.000
3	**Absorption**	1	1.1	6	6.7	83	92.2	140.867**	0.000
Total		0	0	14	15.6	76	84.4	42.711**	0.000

P < 0.05

Table (3): Illustratescharacteristics of work engagement level as perceived by head nurses . The table indicated that as general, the highest percentage (84.4%) of head nurses had high level of perception regarding characteristics of Work Engagement. While, none (0%) of them had low level as a whole. While head nurses at the moderate level accounted for (15.6%).

Table (4): Mean and Standard Deviation of Characteristics of Work Engagement as perceived by Head Nurse (N=90)

M	Work Engagement Characteristics	Mean	SD	Mean Percent
1	**Vigor**	24.7444	3.9307	82.48%
2	**Dedication**	17.7889	2.2133	88.94%
6	**Absorption**	21.6444	2.0240	86.57%
Total		64.1778	6.8130	85.57%

Table (4): Reveals mean and standard deviation of characteristics of work engagement as perceived by head nurses. It's observed that the overall total work engagement characteristics mean score was 64.1778±6.8130. In relation to dedication, perceived as being the highest mean percent among the head nurses (88.94%) with mean score of 17.7889±2.2133 followed by absorption (86.57%) with mean score of 21.6444±2.0240.
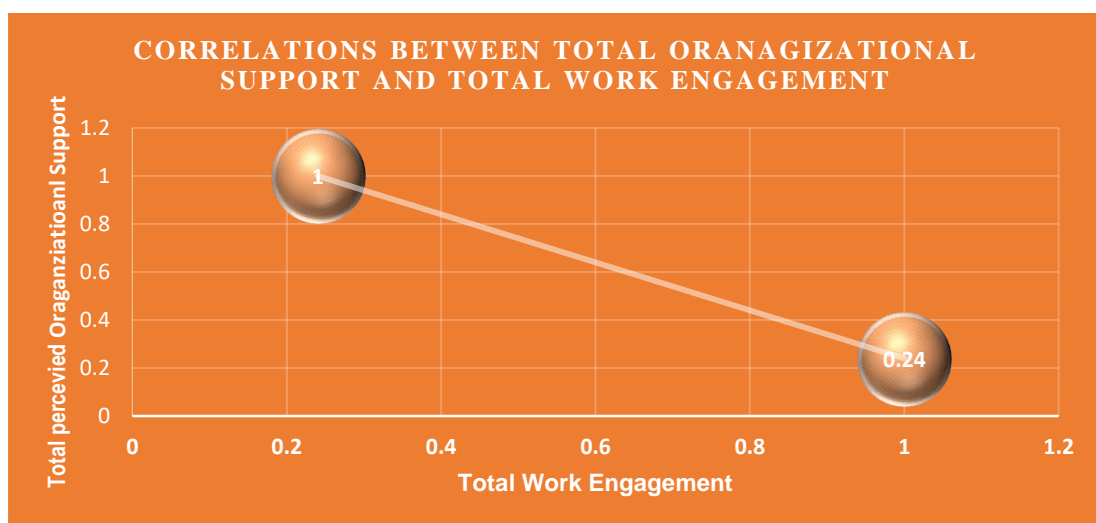

Figure (1): Correlations Coefficient between Total Organizational Support and Total Work Engagement as perceived by Head Nurses (N=90).

*. Correlation is significant at the 0.05 level   r =0.174 at level (0.05)

Figure (1): Presents the correlations coefficient between total organizational support and work engagement as perceived by head nurses. There was statistically significant positive correlation between total perceived organizational support characteristics and total work engagement characteristics (r=0.240 and p-value= < 0.023) which means (p-value < 0.05 and r more than 0.174).

IV. DISCUSSION

Organizations need employees to be more productive and cooperative in the work environment, but nurses' behavior is often dependent upon organizational factors such as culture andsupervisor support. **(Duffy and Lilly, 2013).**With increasing the need to attract and retain engaged nurses, in recent years there has been need to focus on understanding factors that affect the well-being of nurses and their work behaviors such as employee engagement. One of the most important factors is the perceived organizational support (**Munir***et al.***, 2016; Gellatly***et al.***, 2014; Wagner *et al.***, 2010)**

According to the study findings,majority of head nurses involved in the study were having moderate(POS) level .This finding answers the first research question. This could be related to the difference between the types of organization, the main concern of private organization in revenue/ profit of it for their owner, while governmental hospital is not. So, head nurses in the governmental hospitals feel with job security more than who works in private hospitals. And, most probably this result may be due to that Main Mansoura University Hospital was characterized by adequate staffing levels, flexible scheduling for head nurses, have sufficient and strong support from direct supervisors, have sufficient and strong recognition for excellence in supervision' practice because most of them obtained training courses and they participated high management with open communication.

The present study finding congruent with **Bergeron et al. (2013)** and **Pavalache-ilie (2014)**established that nurses in the public hospital are more frequently willing to assume extra-roles than those in the private sector and feeling with organizational support .Furthermore, The present study finding agreement with **Gorji et al .(2014)** who concluded that staff nurses under his study rated moderate level of perception regarding perceived organizational support **.**

The result of present study showed that the majority of head nurses perceived supervision as being the highest mean percent**.** This result has clarified that head nurses have adequate support from direct supervisors as head nurses of structure and support from head of departments from physicians who giving them strong support in their decision making and problem solving and head nurses have good and excellence communication with their supervisors. In the same line **DeConinck and Johnson, 2013** supported the study finding and indicated that supervisors in the organization in their study play an important role in improving performance and decreasing turnover through employee praise of accomplishments, providing adequate support and determining if perceptions of injustice exist.

According to the current findings,high work engagementof head nurses majority who were involved in the study.Second research question was answered through this finding .This results can explained that head nurses feel more comfortable in dealing with their doctors, supervisors and their peers. Also, they feel independence in making decisions about nurses. The environment of Mansoura University Hospital helps head nurses to learn updating skills and to perform their rolesby motivating them. Finally they have a strong support from direct supervisors and top management and feel with job satisfaction.

The result of present study congruent with **Rivera et al. (2011)** who done a study in USA to close the professional nurses' engagement gap, found that professional nurses had high work engagementlevel .Also, in a study carried out in Spain by **Jenaroet al. (2011)**said that nurseswith high work engagement, who expressed more satisfaction with their jobs .

Current study results revealed that more than 90% 0f head nurses perceived a dedication as being high level perception. The highest mean score of head nurses' perception of work engagement. This was attributed to the fact that rich work condition and strong organizational support such as equities in quality and safety consequently, high administration and supervisors support head nurses and encourage them to participate in the right decision making and in the right problem solving which affect nurses and lead to excellent nursing care to patients. So, head nurses feel with vigor, high emotion and high feeling of enthusiastic and pride to ward their job.

Tang, Sheu (2007) mentioned that understanding the complexity of the work environment, organizational support will lead to improve quality and produce safer care. High-reliability organizations that have cultures of safety and capitalize on evidence-based practice offer supporting to nurses will become more dedicated to their work and improve quality of care.

AS regards mean scores of head nurses work engagement dimensions, the study results revealed that the highest mean score was for dedication first, followed by absorption and then vigor. this could be attributed to that head nurses with experiences have greater energy, as they engage with their nurses and work, they are more likely to be enthusiastic and proud of management role that enables them provide and report greater concentration with their collaborations with nurses and supervisors.

This finding confirmed with **Giallonardo et al. (2010),** whose study entitled "Authentic leadership of preceptors: Predictor of new graduate nurses, workengagement and job satisfaction at University of Western Ontario at Canada and found that new graduate nurses experienced that dedication is the highest work engagement factor followed by absorption and vigor. As well,**Jenaroet al. (2011)** conducted a study on nursing professional working at a Public Hospital Complex in Spain and found that the highest mean score was for dedication, followed by vigor and then absorption.

On the contrary with the previous findings,**Wonder (2011)** who studied factors that facilitate and inhibit work engagement of professional nurses in magnet versus non- magnet designedhospitals. The resulted revealed that nurses had high mean scores of vigor followed by dedication and then absorption in both magnet and non- magnet hospitals.

Concerning the relationship between head nurses, perception of organizational support and their work engagement level, according to the present study findings there was statistically significant positive correlation between head nurses, organizational support and their work engagement level. This finding answers the third research question. This might be due to that Main Mansoura University hospital supports their head nurses by makingfor them a safe environment and suitable for work, helping them in solving of problems which them faces it, helping them in making decisions that benefit nurses and patients and the supervisors hear them well. So, they feel with satisfaction and engagement in work. This was congruent with **Zacher** and **Winter (2011),James et al. (2011)** and **Kee**and**Rubel1 (2013)** who found significant correlation between perceived organizational support and work engagement ..On the other hand, this in disagreement with **Kuntonbutr, Mechinda**and**Thirapatsakun (2014)** who demonstrated that some employees with high level of perceived organizational support not assure better work engagement.

V. CONCLUSION

In the light of the foregoing present study results, it can be concluded that majority of the head nurses who work at Main Mansoura University Hospital had moderate level of perceived organizational support and high level of work engagement.

There was a statistically significant relation between head nurses, perceived organizational support and their work engagement. Finally, perceived organizational support and work engagement positively correlated.

VI. RECOMMENDATION

Based on the study result the following recommendations were suggested:

Main Mansoura University hospital should develop strategies to create an atmosphere that is under which head nurses fell more supported to conserve work engagement at high level (e.g. head nurses' participation in hospital affairs, include a representative member in different hospital committee, and providing chances for continuing education and promotion).

The reward and incentive structures should be planned to get head nurses believing in the work and sharing the organization's overall objectives.

Other researches should be conducted to :-

Identifying antecedents for work engagement.

Impact of work engagement on head nurses' performance, productivity, quality of patient care and organizational commitment.

Head nurses' job demands, lack of resources and job strain should be studied objectively to understand the relationships between them and organizational support and work engagement.

Level of management and leadership style should be examined in relation to head nurses' work engagement.

Least but not last, further researcher are needed to carried out in different health care workers such as nurses and physicians by investigating their level of perceived organizational support and work engagement at Main Mansoura University Hospital to generalized the results.

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