

The Relationship between Organizational Support, Work Engagement and Organizational Citizenship Behavior as Perceived by Staff Nurses at Different Hospitals

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Abstract:

Background: Egyptian organizations may be confronting significant challenges as they make efforts to improve levels of employee work engagement. In general, the perceived organizational support has a positive reflection on employees and the institution. However, successful organizations know that employees' engagement and citizenship behaviors are crucial.

Aim: The present study aimed to assess the relationship between organizational support, work engagement and organizational citizenship behavior as perceived by staff nurses at different hospitals.

Setting: This study was conducted at university, health insurance, and private hospital. , Egypt

Research Design: A descriptive correlation comparative design was utilized to achieve the objective of the present study.

Sample: All nurses who agreed to participate in the study at time of data collection were included. They divided as follows 139 female and 118 male.,

Tool: The following tools were used

I: Organizational Support questionnaire it was developed by Eisenberger et al (1986)

II: Work engagement questionnaire was developed by Bakker, Schaufeli and Salanova (2006).

III: Organizational citizenship behavior questionnaire was developed by the Fox and Specter (2012)

Results & Conclusion: There was a highly significant correlation between nurses' perception of organizational support, work engagement and citizenship behavior ($r= 0.48, p= 0.00$ and $r=0.46 p= 0.00$) respectively . Furthermore, research declared that there was a significant positive significant correlation between work engagement and organizational citizenship behavior ($r=0.52, p= 0.00$).

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

Key words: Organizational support, Work engagement, Organizational citizenship behavior, Staff nurses

I. Introduction

In today's competitive work environment, keeping key talented employees is a major challenge for any organization in order to compete in the real market (Kemelgor and Meek ,2008 and Kumar, 2014). Support from the organization has been considered for maintaining positive work outcomes, including engagement, task performance, and citizenship (Eisenberger and Stinglhamber, 2011). Perceived organizational support (POS) one of the main concepts that have a considerable impact on organizational, it affects all organizational policies. Creating appropriate work conditions, Supervisor support, appropriate rewards and justice in the workplace that are human values leads to the improvement of one's self-esteem, hope and personal growth of employees. Resulting in existence of physical, mental, emotional, and spiritual well being (Pourghaz, Toomaj and Yaghoubi 2014). Perceived organizational support is the extent to which employees believe that their organization appraises their services and consider their roles and the degree to which their needs are met by the organization. Organizational support shows how much the organization acknowledges the employees and cares about their well-being. Receiving support from the organization directs the staff nurses to be more effective and more committed to the duty (Al-Homayan, et al. , 2013). Perceived organizational support defined as "how much the organization values employees' contributions and concerned about them" (Allen et al., 2008). Furthermore, Baran, Miller and Shanockm (2012) employees develop POS in reaction to social and emotional needs and the organization's willingness to reward increased efforts made on its behalf".

Highly perceived level of organizational support may aid to restore the balance between the benefits awarded by the organization and the contributions of the individual. In general, the perceived organizational support has a positive reflection on employees and the institution; staff tends to perform better with

organizational support. Furthermore, there are various forms for organizational support such as emotional support, provision of opportunities, encourages being autonomous and encouraging performing appropriate decision (Atay, Colakoglu and Culha, 2010 and Peterson 2015). Also, Firms et al. (2010) indicated that the interrelationship between organization support and commitment to organization is one of the significant determinants of the turnover intentions. Adding that when there is good organization support, staff does not leave the organization and they stay in the organization for long. Babakus, Karatepe, and Yavas (2010) enlightened that organizational support one of the major predictor to differentiate low and high performing employees. However, Grau et al. (2011) and Asif and Hussain (2012) reported that organizational support is returned back to employee and employer in terms of better level of staff performance, job satisfaction, and quality of patients' care.

Ayim Gyekye and Salminen (2007) showed that employees who gain organizational support will have more involvement and stronger feelings of faithfulness and allegiance towards the organization. This lead to employee engagement and proved that there is positive significant association between perceived organization support and employee engagement Eder and Eisenberger (2008) stated that individuals will be motivated to match their obligations and kept fully engaged at work, when there is perceived organization support. Empirically demonstrated organizational support is an antecedent to work engagement. Kumar and Pati (2010) and Richard et al. (2011) determined that employee engagement plays a mediating role between organizational support and employee intention to leave. Work engagement is important because recent research findings suggest that engaged employees practice: happiness, joy, and enthusiasm, good physical and psychological health, better job performance, increased ability to create job and personal different capacity and an ability to transfer their engagement to others (Bakker et al., 2008 and Mirza Darani, 2013). Bernoff, Glass, and Haven (2007) defined engagement as one's level of involvement, interaction, intimacy, and effect an individual has with a brand over time. Macey and Schneider (2008) defined engagement in three categories: trait engagement include: disposition and cognition, physiological state of engagement include affection and emotions, and behavioral engagement include: behaviors. Shuck and Wollard (2009) also define employee engagement as a working condition in which the employee's perceptions, feelings and behaviors are aimed as the required 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 Ette bargagliotti (2012) proposes a formal definition of work engagement specifically for nursing, defines 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". Bakker and Schaufeli (2010) stated that 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 employees put a personal energy and enthusiasm into their work. The focus and energy that is characteristic of work engagement allow employees to bring their full potential into the work.

Employees who are engaged in their work, can work long hours and put their heart into their work, but they do not have the characteristics of hard workers. An important part of being an engaged worker is enjoyment of aspects of life outside work, engaged workers socialize, have hobbies, and are involved in activities that gives meaning to life (Bakker et al., 2007 and Christian, Garza and Slaughter, 2011). Previous studies revealed that job resources are correlated with work engagement include social support from supervisors, feedback for one's performance, autonomy and opportunity for learning (Bakker and Leiter 2010). Employee engagement has been found to be positively related to individual job performance. Positive relationship between employee engagement and organizational performance outcomes, staff retention, productivity, and organizations revenue were documented. Employee engagement would be one predictor to employee organizational commitment and organizational citizenship behavior (Bakker, Demerouti, and Sanz-Vergel, 2014). Cho et al. (2009) found that regardless of the amount of experience in the profession, empowerment has a major impact on work engagement which subsequently affects work effectiveness. On the other hand, Schaufeli and Salanova (2007) illustrated that engaged employees are enjoyed to assist their colleagues because of their extra enthusiasm and their success.

Ariani (2013) admitted that engaged employee having behaviors that enhance efficient and effective working of the organization. These behaviors are known as organizational citizen behavior (OCB) which can be defined as employee behavior that is discretionary, not directly and explicitly identified by the formal reward system. It shares in the efficient functioning of the organization as well as worker performance. Gast (2012) illustrated that the significant role of work engagement occur when it comes to retaining employees and improving OCB. In order to enhance work engagement, organization is advised to share employees in the process of decision making, communicate information to employees, educate employees, and use suitable reward systems. Also, a high quality relationship between supervisors and staff has to be maintained and teams

have to be considered based on their objectives and on the social aspects of their team work. Using these approaches enhance every employee to become more engaged in their work. As noted by Baron and Greenberg (2008) a large portion of OCB developed from informal behavior, with positive activities including voluntary engagement by employees to contribute to the well-being of their organization. The individual who exhibits OCB performs more than required and expected, going beyond compulsory activities identified formally by the organization (Altınbaş, 2008).

Organizational citizenship behavior means the willingness of employees to go beyond the formal specifications roles, also known as extra-role behaviors, but had impact on the performance of organization. (Givi, Givi and Tabarsa, 2010 and Ahmed, Rasheed & Jehanzeb, 2012). It refers to money making and efficient investment with favorable outcomes for individuals, organizations and society as a whole (Amikhi, 2009). Organizational citizenship behavior refers to behaviors that are intended to assist colleagues, supervisor or the organization and include acts such as improving work environment morale, volunteering for work that is not an aspect of the job description, as well as recommended improvements in the functioning of the organization (Ahmed, Rasheed, and Jehanzeb, 2012 and Daghighian et al., 2016). An organizational citizenship behavior is a term that includes anything positive and constructive that staff perform, which supports co-workers and benefits the organization (Abdalla, Araf and Mohamed, 2013).

However, organizational citizenship behavior ideas include a variety of behaviors, such as employees' acceptance and assuming additional responsibilities, adherence of rules and procedures of the organization, retaining and developing a positive attitude, and toleration of work dissatisfaction and problems confronted with (Ahmadi, Barvarz, Nami, 2015). Blume et al. (2009) stated that on an individual level, OCB was shown to be positively related to employee performance and reward allocation decisions, and related negatively to absenteeism, intention to leave, and actual turnover.

Significance

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 and OCB. Researchers acknowledge that staff shortages at hospital mean that staff are facing increasing workloads and are expected to demonstrate OCB in adverse conditions. Therefore, nursing administrators must identify means of retaining, engaging and ways of supporting their staff in order to facilitate engagement and extraordinary behaviors. Fasoli (2010) admitted that work engagement in nursing field is becoming strategically important in responding to current challenges within health organizations.

Burke and El-kot (2010) reported that Egyptian organizations may be confronting a significant challenge as they make efforts to improve levels of employee work engagement. Wilson (2009) stated that successful organizations know that employees' engagement and citizenship behaviors are crucial. Furthermore, from researchers' 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, work engagement and organizational citizenship behavior as perceived by staff nurses at different hospitals.

II. Subjects and Methods

The present study was conducted in order to:

Assess the relationship between organizational support, work engagement and organizational citizenship behavior as perceived by staff nurses at different hospitals. To fulfill this aim the following research question was developed:

What is the relationship between organizational support, work engagement and organizational citizenship behavior as perceived by staff nurses at different hospitals?

Research Design:

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

Sample:

All nurses who agreed to participate in the study at time of data collection will be included. They were divided as follows 139 female and 118 male, around half of the sample their age ranged from 21 to 25 years old, working in different departments. Most of nurses their qualification were diploma degree, followed by bachelor degree. While the least percentage composed from associate degree. Staff nurses with predetermined inclusion criteria which is included all staff nurses with not less than one year of experience and providing direct patient care within the study settings and accepted to participate in the study. Their total number was (n=257) nurses.

Setting:

The present study was conducted at university, health insurance, and private hospital. Units within this hospital include: critical care units, medical units, surgical units, and other units such as kidney dialysis units, obstetric units, and plastic surgery unit, and general ward. Each hospital sector has the same corresponding patient services type.

Tools for data collection:

To achieve the aim of the present study data were collected using three tools:

1-Perceived Organizational Support Scale

This tool was developed by Eisenberger et al. (1986). It consisted of (33) items to assess levels of perceived organizational support among nursing staff in previous settings.

2- Work engagement questionnaire. Engagement at work has been measured in a variety of ways. In the current research, the Utrecht Work Engagement Scale (UWES) developed by Bakker, Schaufeli, and Salanova (2006) was adopted to measure the levels of nurses' engagement in their work roles. The items of the UWES are clustered into three subscales corresponding to the conceptual components of work Engagement:

1-Vigor consists of (6 items)

2-Dedication consists of (5 items)

3- Absorption consists of (6 items).

3- Organizational citizenship behavior questionnaire: was developed by the Fox and Spector (2012) questionnaire contains (33) items which was covered by five dimension as follows

Field of altruism (10 items)

Field of civility (6 items)

Field of sportsmanship (5items)

Field of civilized behavior (6 items)

Field of awareness of conscience (6 items)

Scoring system:

Organizational support, work engagement and citizenship behavior questionnaires were assessed using three-point liker scale (agree=3, uncertain =2 and disagree = 1).

Tools validity and Reliability**Validity:**

Study tools content validity was established by a panel of three experts two professors and one assistant professor from Faculty of Nursing Cairo university. 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 three questionnaires which indicate that questionnaires were highly reliable. Test results for the questionnaires organizational support, work engagement citizenship behavior were (0.94, 0.83 and 0.90) 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 no modifications were done in the questionnaires. Number of pilot study was included in total number of the study sample.

Ethical consideration

Prior to the initial interview, verbal explanation of the nature and the aim of the study had been explained to the 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 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) frequency distribution of studied sample demographic data (n= 257)

Variables	No	%
Gender		
Female	139	54.1
Male	118	45.9
Age		
20-21 years	79	30.7
21-25 years	135	52.5
26-30 years	37	14.4
more than 30 years	6	2.3
Mean ± SD	1.9 ± 0.7	
Unit		
Medicine	140	54.5
Surgery	59	23.0
Critical Care	49	19.1
Others	9	3.5
Marital status		
Single	118	45.9
Married	139	54.1
Years of experience		
less than 5 years	128	49.8
5-10 years	112	43.6
more than 10 years	17	6.6
Mean ± SD	1.6 ± 0.62	
Job condition		
Full time	187	72.8
Part time	70	27.2
Hospital		
University	95	37.0
Private	84	32.7
Ministry of health	78	30.4

Table (1) revealed that the majority of respondents' (54.1%) were female. As regards their years of experience (49.8%) had less than 5 years of experience, while (43.6%) of the study sample their years of experience ranged from 5 to 10 years. Furthermore, the majority of the sample (72.8%) job condition were full time staff.

Figure (1) nurses qualification (n = 257)

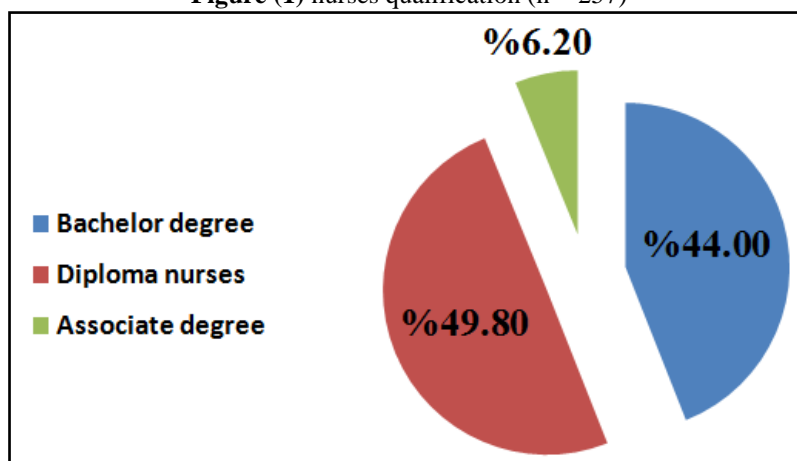


Figure (1) The figure showed that around half of the sample were diploma nurses (49.80%) , the least percentage of the sample were associate nurses (6.20 %).

Of different hospitals regarding nurses

Table (2) mean and standard deviation of different hospitals regarding nurses perception of organizational support, work engagement and citizenship behavior (n = 257)

Hospitals	Organizational support		Work engagement		Citizenship behavior	
	Mean	SD	Mean	SD	Mean	SD
Private N= 84	77.9	12.1	42.5	6.0	82.1	9.8
University N= 95	82.9	13.9	45.9	3.6	87.5	8.0
Ministry of health N= 78	74.2	12.4	43.3	5.3	84.2	7.7

Table (2) showed that university hospital is the highest mean score regarding nurses perception of organizational support (82.9 ± 13.9), work engagement (45.9 ± 3.6) , and citizenship behavior (87.5 ± 8.0).

Table (3) mean and standard deviation of nurses' qualifications regarding their perception of organizational support, work engagement and citizenship behavior and qualifications (n = 257)

Qualifications	Organizational Support		Work Engagement		Citizenship Behavior	
	Mean	SD	Mean	SD	Mean	SD
Bachelor N= 113	79.9	13.3	44.8	4.7	85.8	8.9
Diploma N =128	77.2	13.8	43.4	5.8	84.3	8.6
Associate degree N =16	81.6	7.1	43.7	3.0	80.0	8.0

Table (3) showed that, bachelor nurses had the highest mean score regarding perception of citizenship behavior (85.8 ± 8.9), followed by work engagement (44.8 ± 4.7). While, associate degree, had the highest mean score regarding perception of organizational support (81.6 ± 7.1).

Table (4) mean and mean percent of total nurses' perception regarding organizational support, work engagement and citizenship behavior (n = 257)

Variables	Mean	SD	Mean %	Rank
Organizational support	78.6	13.3	238.2	3
Work engagement	44.0	5.2	258.8	1
Citizenship behavior	84.7	8.8	256.7	2

Table (4) indicated that, the highest mean percentage for nurses perception was work engagement, followed by citizenship behavior and organizational support (258.8 % , 256.7% and 238.2%) respectively.

Table (5) Correlation between total nurses' perception about organizational support, work engagement and citizenship behavior and demographic data (n = 257)

Variables	Organizational support		Work engagement		Citizenship behavior	
	Test	p	Test	P	Test	P
Sex	-1.89-	0.06	0.70	.490	.33	.740
t- test						
Age	4.06	0.00	1.01	0.39	1.19	0.32
ANOVA						
Working Unit	9.9	0.00	11.6	0.00	9.03	0.00
ANOVA						
Marital status	2.93	0.00	2.12	0.35	870.	.38
t- test						
Qualification	1.664	.19	2.19	.114	3.347	.04
ANOVA						
Years of experience	1.89	0.15	3.18	.04	3.11	.04
ANOVA						
Job condition	1.92	0.06	2.76	.000	1.84	.060
t- test						
Hospital	9.86	0.00	11.62	0.00	9.03	0.00
ANOVA						

Table (5) data in the table demonstrated that there was statistical significant difference between nurses' perception of organizational support and their age (t= 4.06. , p= 0.00), working unit (t= 9.9, p= 0.00), marital status (t= 2.93 , p= 0.00)., and their working hospital (t= 9.86 , p=0.00). Also, there was statistical significant difference between nurses' perception of work engagement and their working unit (t=11.6, p= 0.00), job condition (t=2.76, p=0.00) and their working hospital (t=11.62 , p=0.00). Moreover, there was statistical significant difference between nurses perception of citizenship behavior and their working unit (t=9.03, p=0.00) and their working hospital (t=9.03) , p=0.00).

Table (6) correlation between total nurses perception of organizational support, work engagement and citizenship behavior (n = 257)

Variables	Organizational support	
	R	P
Work engagement	0.48**	0.00
Citizenship behavior	0.46**	0.00

** . Correlation is significant at the 0.01 level (2-tailed).

Table (6) illustrated that there was a highly significant correlation between nurses' perception of organizational support and work engagement (r=48, p=0.00). There was a highly significant correlation between nurses' perception of organizational support and citizenship behavior (r=0.46, p= 0.00).

Table (7) correlation between total nurses perception of work engagement and citizenship behavior (n = 257)

Variables	Work engagement	
	R	P
Citizenship behavior	0.52**	0.00

** . Correlation is significant at the 0.01 level (2-tailed).

Table (7) showed significant positive correlation between work engagement and organizational citizenship behavior (r= 0.52 , p= 0.00).

IV. Discussion

Organizations want employees to be more productive and cooperative in the work environment, but staff nurses behavior is often dependent upon organizational factors such as culture or leader support.(Duffy and Lilly, 2013). The present study results showed that the university hospital had the highest mean score regarding nurses perception of organizational support, citizenship behavior and, work engagement. From researcher point of view this results may be attributed to the difference between the types of organization, the main concern of private organization in revenue/ profit of it for their owner, while university hospital is not. This in agreement with previous research in Indian by Bajpai, Holani and Sharma (2011) who reported a significant difference between public sector and private sector organization regarding organizational citizenship behavior. Employees at public sector have exhibited higher degree of OCB as compared to private sector employees. Moreover, Bergeron et al. (2013) and Pavalache-ilie (2014) demonstrated that employees in the public hospital are more frequently willing to undertake extra-roles than those in the private sector. Inconsistent

with the present study results, Wonder (2011) stated that there is no difference between nurses' engagement who work at two different designated hospitals.

Study results revealed that bachelor nurses had the highest mean score regarding perception of citizenship behavior followed by work engagement compared to associate and diploma nurses. This is incongruent with the result of Wonder (2011) who detected that there was no significance in relation between total engagement and education. Additionally, Pavalache-ilie (2014) demonstrated that secondary education employees tend to get more involved in the OCB than those who graduated from higher education. Also, the study results revealed that associate degree had the highest mean score regarding perception of organizational support. Contradicting the present study results, Gorji, Etemadi and Hoseini (2014) who indicated that perceived organizational support was higher among nurses with diploma license than others.

The present study results showed that the highest mean percentage for nurses' perception was work engagement followed by citizenship behavior and organizational support respectively. This was supported by Wonder (2009) and Knight (2011) who demonstrated that the higher percentage of nurse nurses was engaged. Opposite to present research results, Austin, Fernet and Trepanier (2014) who found that nurses admitted less engaged with work when their needs were not satisfied. Researcher explanation for this result that nurses perceived organizational support at the end of the rank because they don't receive an advocate from nursing administrator and the nursing association and union in Egypt not powerful enough to support nurses to gain support from organization. Support the present study Dawson et al. (2007) reported that nurses receive poor organizational support. Moreover, At Jordan the results of Higazee et al. (2016) showed that the study sample perceived less organizational support.

Regarding nurses' perception of organizational support and demographic data, the present study demonstrated that there was statistical significant difference between nurses' perception of organizational support and their age, working unit, marital status and their working hospital. This is in agreement with Etemadi, Gorji and Hoseini (2014) who reported that age has a positive association with perceived organizational support. Inconsistent with the study results, Naqvi (2012) who found positive relation between organizational support and educational qualifications. Furthermore, results of the present study revealed that there was insignificant statistical difference between nurses' perception of citizenship behavior and their age, marital status, years of experience, while there was statistical significant relation with working unit, working hospital and citizenship behavior. In the same line, results of previous research in Iran carried out by Hossein, Mohammad and Setareh, (2014) confirmed that there was insignificant statistical relationship between demographic data including age, gender, academic or degree. Incongruent with the present study, results of previous research carried out at selected teaching hospitals in Tehran, by Abbolghasem, Jafar, Mahnaz and Mehdi (2013) who indicated that all demographic characteristics, except the ethnicity, had significant relation with OCB. Moreover, Biagioli et al. (2015) demonstrated that Nurses' gender and professional training were positively correlated with OCB. In Egypt, Abdalla, Araf and Mohamed (2013) found statistically significant differences among marital status and organizational citizenship behaviors.

The findings of the present study indicated that there was a positive correlation between nurses' perceived organizational support, work engagement. This was congruent with Zacher and Winter (2011), James et al. (2011) and Kee and Rubell (2013) who found significant correlation between perceived organizational support and work engagement. This is in disagreement with Kuntonbutr, Mechinda and Thirapatsakun (2014) who demonstrated that an employee's with high level of perceived organizational support not assure better work engagement. Furthermore, present research results showed significant positive correlation between nurses' perceived organizational support and citizenship behavior. This was supported by Naqvi (2012), Chen et al. (2013), Hinrichset al. (2013) who revealed that perceived organizational support was positively correlated to organizational citizenship behavior.

Furthermore, present study result indicated a significant positive significant correlation between work engagement and organizational citizenship behavior. This was in congruent with Bartlett and Rurkkhum (2012), Ariani, (2013), Ismail et al. (2013), Dodd and Mathumbu (2013) Hossein, Mohammad and Setareh (2014) and Cheung and Lun (2015).

V. Conclusion

Based on the results of the following study, it was concluded that university hospital had the highest mean score regarding nurses' perception of organizational support, work engagement, and citizenship. Bachelor nurses had the highest mean score regarding perception of citizenship behavior and work engagement. While, associate degree, had the highest mean score regarding perception of organizational support. Also, findings of the present study revealed that the highest mean percentage for nurses' perception was work engagement, citizenship behavior rank at second level and the lowest perception for organizational support. Moreover, it was positive significant correlation between organizational support, work engagement and citizenship behavior. Finally, work engagement and citizenship behavior positively correlated.

Based on the study result the following recommendations were suggested:

Health care organizations should develop strategies to create an atmosphere that is under which employees feel more supported (e.g. 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 employees believing in the employer and sharing the organization's overall objectives.

Other researches should be conducted:

Identifying antecedents for work engagement and citizenship behavior.

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

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

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

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