

The Relation Between Job Attitude and Organizational Citizenship Behavior among Staff Nurses in Health Insurance Hospital

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Abstract:

Background: Enhancing nurses' job attitude in the organization could be achieved through Organizational Citizenship Behavior, better the performance of employees, job satisfaction and organizational productivity. **The study aimed to:** assess the relation between job attitude and organizational citizenship behavior among staff nurses in Health Insurance Hospital. **Research design:** A descriptive correlational research design. **Sample:** consisted of all available staff nurses (196 nurses) working in Health Insurance Hospital during data collection. **Setting:** conducted at Health Insurance Hospital, Minia City. **Tools of data collection:** two tools were used, tool I: job attitude scale and tool II: organizational citizenship scale were used. **Results:** the findings of the current study reveals that (68.4%) of staff nurses have positive job attitude while (31.6%) of them have negative job attitudes. Also (60.7%) of staff nurses have moderate level, followed by (39.3%) from them have high level of the total organizational citizenship behavior. **Conclusion:** there were a positive correlation between job attitude and organizational citizenship behavior. **Recommendations:** Conduct an educational program for all levels of nurses about the organizational citizenship behavior to spread this behavior among them. **Keywords:** Job Attitude, Organizational Citizenship Behavior, Staff Nurses.

Introduction:

Nurses play a crucial role in the health care services and do not discriminate among the patients while performing the duties. Nurses are responsible for the prevention of the patients from illness and comfort at the hospitals. However, history elaborates people have slanted perceptions regarding the nursing profession. Moreover, people have started to work in the nursing field without training, which becomes the reason for their negative image. Florence Nightingale presented a new paradigm of nursing care as she visited her sick relative and felt the need for specific training to develop quality care knowledge and skills (Akkus et al., 2022).

Job attitude and organizational citizenship behavior (OCB) is a newly developed term in human resource discipline, which is very important for every hospital nowadays. It helps to increase the commitment level towards work and the company. With cutting edge competition and high technology in the market, the need of the hour is to increase employee productivity and efficiency through innovation (Arifin et al., 2018).

Job attitude refers to the evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. Therefore, making sense of how people would behave depends on understanding their work attitudes. An attitude is a psychological state of mind, it is the way a person thinks about situations, and it ultimately determines a person's behavior. At the workplace, employees can have either a positive or negative attitude about specific work tasks, products or services, coworkers or management, or the company as a whole (Kim et al., 2022).

Nurses job attitude must focus on must protect, promote, and optimize health status of the patient, through the diagnosis and treatment; good nursing skills are the art of science, which involves working with patients, families, and communities to enhance the wellbeing of body, mind, and

spirit. They are an active ongoing dynamic, therapeutic and educational process that serves to meet the required health needs in the entire community all of these reflected by good job attitudes (Aljarudi, 2021).

Wu et al. (2020), mentions four components of nurses job attitude, as the first component of attitude is cognitive component: that what the nurses thinks about the job and hospital. The second component is affective component: how the nurses feel about the job and hospital. The third component is behavioral component: how the nurses intend to behave on the job and in the hospital. Finally the last component is evaluative component: positive or negative response to stimuli.

At the workplace, nurses can have either a positive or negative attitude about specific work tasks. Job attitude and work behavior are directly related because a good attitude results in positive behaviors and bad attitudes lead to negative behaviors in most cases. An employee who believes in the organizational citizenship is more likely to engage with clients positively. Positive attitudes among employees make workdays more enjoyable. Tasks are performed to a higher standard and without complaint. On the other hand bad attitudes result in apathy to daily tasks. Employees are easily agitated by minor problems. Tasks are completed at substandard levels (Kerzman et al., 2020).

Job attitudes are more strongly related to OCB's that are not essentially a part of one's job but are valuable to the organization, such as helping new nurses or working voluntary over time). Job attitude and OCB is a route to work success (Koomson, 2021).

Organizational citizenship behaviours is voluntary, intentional, done without any pressure or force, and without any reward or expectation of benefits (Freire & Gonçalves 2021). Also Bakeer et al., (2022) described OCB as 'behaviours that an employee voluntarily engages in that promote the

effectiveness of the organisation but are not explicitly rewarded by the organisation. However informally OCB may be described as a willingness of an employee to go beyond their job description's official responsibilities or undertake extra responsibilities in the interests of the organization.

Dimensions of OCB identified are five dimensions, including conscientiousness, altruism, civic virtue, sportsmanship, and courtesy (Chepkemoi, 2021). Conscientiousness shows that a specific person is organized, accountable, and hardworking (Mohammed et al., 2020). Altruism is linked voluntarily aid to specific people in the workplace and associated with a task or organizational problem. Civic Virtue refers to the accountability of coworkers to participate in work life; such participation can be like participating in meetings not mandated by the organization but preserve developments in the organization. Sportsmanship generally involves enduring inappropriate working conditions and situations causing troubles without showing any dissatisfaction. Courtesy reflects the quality of individuals' behavior with their colleagues, supervisors and audience (Tevfik, 2018).

In assessing organizational efficiency and contributing to organizational effectiveness OCB has an important role. For organizations as well as for workers OCB is important. Providing better services are provided by nurses as a result of OCB. OCB also reduce employee turnover, increase employee commitment to the organization, enhance job satisfaction and economized organizational resources (Organ, 2018).

Last but not least, today's hospitals place a high value on OCB, a concept that is relatively new in the field of human resources. It aids in boosting dedication to both the workplace and the hospital. In the hospital, where there is fierce rivalry and advanced technology, it is urgently necessary to boost nurses' productivity and efficiency through innovation. The work attitude maintains organizational dedication, nurses' engagement, and perceived organizational support (Mercado, 2022).

Significance of the research:

Hospital service quality, job attitude appears to have relationship with the behavior of the organization; both of them are correlated in providing best service quality. Staff nurses' attitude towards their job is directly linked to satisfaction which considered as an indicator for a climate of OCB, and are vital to the hospital (Riana & Roebuck, 2016).

According to a study done by Sawitri et al; (2016) they studied nurses job satisfaction, citizenship behaviors, and performance in work units at public sector hospital, Australia, indicated that strong positive relationship between job satisfaction, OCB and performance though conceptualized criteria, so that it should better understanding of the importance of satisfaction for organizational citizenship or outcomes.

In Egypt, according to a study done by Mahmoud & Ibrahim, (2016) about organizational justice and its relation to OCB among nursing staff (six) hospitals affiliated to the Ministry of Health in Port Said Governorate, Egypt. Concluded that nurse managers must enhance organizational citizenship behaviors among nurses through tangible and intangible rewards, and ongoing training is necessary for continuous professional development in dimensions of organizational citizenship behavior.

Through my working as a supervisor at health insurance hospital. It was observed that some of staff nurses

are complaining from heavy workloads, poor of communication among them, limited participation in decision making and lack of training and salary, etc. All these issues may affect negatively on job attitude and OCB. So the investigator introducing this study about the relation between job attitude, and organizational citizenship behavior among staff nurses because it is vital to the nursing practices

Aim of the research:

The current study was aimed to assess the relationship between job attitude, and organizational citizenship among staff nurses in Health Insurance Hospital.

Research question:

- What is the degree of job attitude and organizational citizenship behavior among staff nurses?
- Is there a relation between job attitude and organizational citizenship behavior among staff nurses?

Subjects and Method:

Research design:

A descriptive correlational research design was used in conducting this study.

Setting:

The study was conducted at Health Insurance Hospital, Minia City, Egypt. This hospital was consisted of eight floors; the first floor contains the office of the director of the hospital, the training hall, as well as the emergency department and the registration office for sick entry and exit cases. The first floor, upper floor, contained the laboratories, the radiology department, and the central pharmacy. The second floor contained intensive care unit, cardiac care unite and nursing head office. The third floor contained pediatric, women and obstetric department and neonatal intensive care units.

Moreover, the fourth floor contained operations department, the fifth floor, contained surgical department, oncology department and orthopedic department, the sixth floor contained isolation department, the seventh floor contained the medical, ophthalmology and (E.N. T)Ear, Nose and Throat Department, and finally, the eighth floor contained the personnel affairs office, accounts offices and other administrative offices

Subjects:

Convenient sample was used in the current study, consisted of all available staff nurses (196 nurses) working in Health Insurance Hospital during data collection.

Data collection tools:

Data collected through the utilization of two tools as follows:

Tool (1) Job Attitude Scale: It consisted of two parts.

Part I: Personal data sheet: used to collect data about the socio-demographic characteristic of the study participants, it was included (nine) items related (age, educational level, years of experience, gender, marital status, departments, residence and salary) of the participants.

Part II: Job attitude scale

This tool was developed by Flannery et al., (2012) to assess degree of job attitude; it was consisted of 17 items. Each item was measured by 5 point likert scale ranged as: 1=

dissatisfied, 2= poorly satisfied, 3= sometimes, 4 =satisfied and 5= very satisfied. The scoring system for job attitude was ranged as:

- < 60% considered as negative attitude
- > 60% considered as positive attitude

Tool (2) Organizational Citizenship Behavior Scale developed by **Organ, (1990) and Mary,(2012)**, to assess the OCB among staff nurses. It was comprised 24 items under five dimensions: (conscientiousness (5 items), sportsmanship (5 items), civic virtue (4 items), courtesy (4 items), and altruism (6 items). Each item responded with 5 point likert scale ranged as: 1=never, 2=seldom, 3=sometimes, 4=often, 5=always. The scoring system for OCB was ranged from: 24 to120, which categorized as following:

- The score from 24 to 55 was considered low .
- The score from 56 to 88 was considered moderate.
- The score from 89 to 120 was considered high.

Tool validity and reliability:

Validity:

The tools were tested for the content validity by a jury of five experts in the field of nursing Administration and necessary modifications were done. The jury composed of one assistant professor from Faculty of Nursing - Minia University and four Professors from Faculty of Nursing - Assuit University. Each of the expert panel was asked to examine the instrument for content, coverage, clarity, wording, length, format and overall appearance.

Reliability:

Reliability of the tools was performed to confirm consistency of the tools. The internal consistency measured to identify the extent to which the items of the tools measured the same concept and correlate with each other by Cronbach’s alpha test, that revealed good internal reliability for job attitudes tool was 0.92 and OCB tool was 0.95.

Pilot study:

A pilot study was conducted on (19 staff nurses) who working in Health Insurance Hospital to test feasibility, objectivity, clarity, comprehensiveness and applicability for the items of each tool. In addition, the pilot study helped the researcher experience to estimate the needed time to fill the data collection tools. Based on the results of the pilot study, tools not needed any modification. So that nine teen staff nurses who shared in the pilot study were included in the actual study.

Results:

Table (1) Percentage distribution of the staff nurses according to their Socio-demographic data (n=196).

Characteristics	(N=196)	%
Age		
• < 20yrs	12	6.1
• 20<25yrs	48	24.5
• 25<30yrs	74	37.8
• 30<35yrs	23	11.7
• >35 yrs	39	19.9
Mean+SD =	28.16+0.364	
Gender		
• Male	33	16.8
• Female	163	83.2
Marital status		
• Single	47	24
• Married	143	73
• Widow	1	.5
• Divorce	5	2.5

Ethical Consideration:

- ✓ A written initial approval was obtained from the Research Ethics Committee of the Faculty of Nursing, Minia University.
- ✓ Permission letter to conduct the study was obtained from the Dean of the Faculty of Nursing, Minia University.
- ✓ An oral consent was obtained from the participants to collect the study data before data collection. After explanation of the purpose of the study, the privacy and confidentiality of the answers were guaranteed by the researcher.
- ✓ Each assessment sheet was coded and participants' names not appeared on the sheets for the purpose of anonymity and confidentiality.
- ✓ The participants were informed that their participation in the study was completely voluntary and there was no harm if they not participate in the study and can withdrawal at any time of the study conduction.

Data Collection Procedure:

Written approvals were obtained from administrative authorities. Then permissions and consent to conduct the study was obtained from hospital director, nursing director of Health Insurance Hospital. Also data were collected using a self-administered questionnaire covering the personal data and two tools of staff nurses. In addition after explaining the purpose and process of data collection, questionnaires were distributed to all staff nurses. Then staff nurses were given from 15 minute to 30 minutes to answer the tools. Finally the data was collected from the beginning of December (2020) to end of February (2021).

Statistical Analysis:

The data collected through study tools were categorized, tabulated, analyzed and data input using the SPSS (Statistical Social Science Version Package) software (25.0).**Correlation analysis:** correlation is used to test the nature and strength of relation between two quantitative / ordinal variables. The spearman correlation co-efficient (rho) is expressed as the Pearson co efficient. The sign of the co-efficient indicates the nature of relation (positive / negative) while the value indicates the strength of relation as follows: Weak correlation for who less than 0.25, intermediate correlation for who of value between 0.25-0.74 and strong correlation for values between 0.75

Characteristics	(N=196)	%
Educational level		
• Diploma	57	29.1
• Technical institute	116	59.2
• Bachelor	23	11.7
Year of Experience		
• < 5yrs	33	16.8
• 5-<10yrs	84	42.9
• 10-<15yrs	23	11.7
• 15-<20yrs	21	10.7
• >20yrs	35	17.9
Mean+SD = 8.13+0.652		
Residence		
• Rural	127	64.8
• Urban	69	35.2
Salary		
• Enough	136	69.4
• Not enough	60	30.6

Table (1) shows that (37.8%) of the staff nurses are ranged from 25:<30yrs., with mean age (28.16+0.364), also (83.2%) of them are female. Moreover (73%) of them are married. Concerning educational level, it reveals that (59.2%) staff nurses have technical institute degree. As regards to their year of experience (42.9%) of them are having years of experience from (5-<10), with the mean score (8.13+0.652). in addition (64.8%) of them came from rural area. Finally (69.40%) of them are having enough salary.

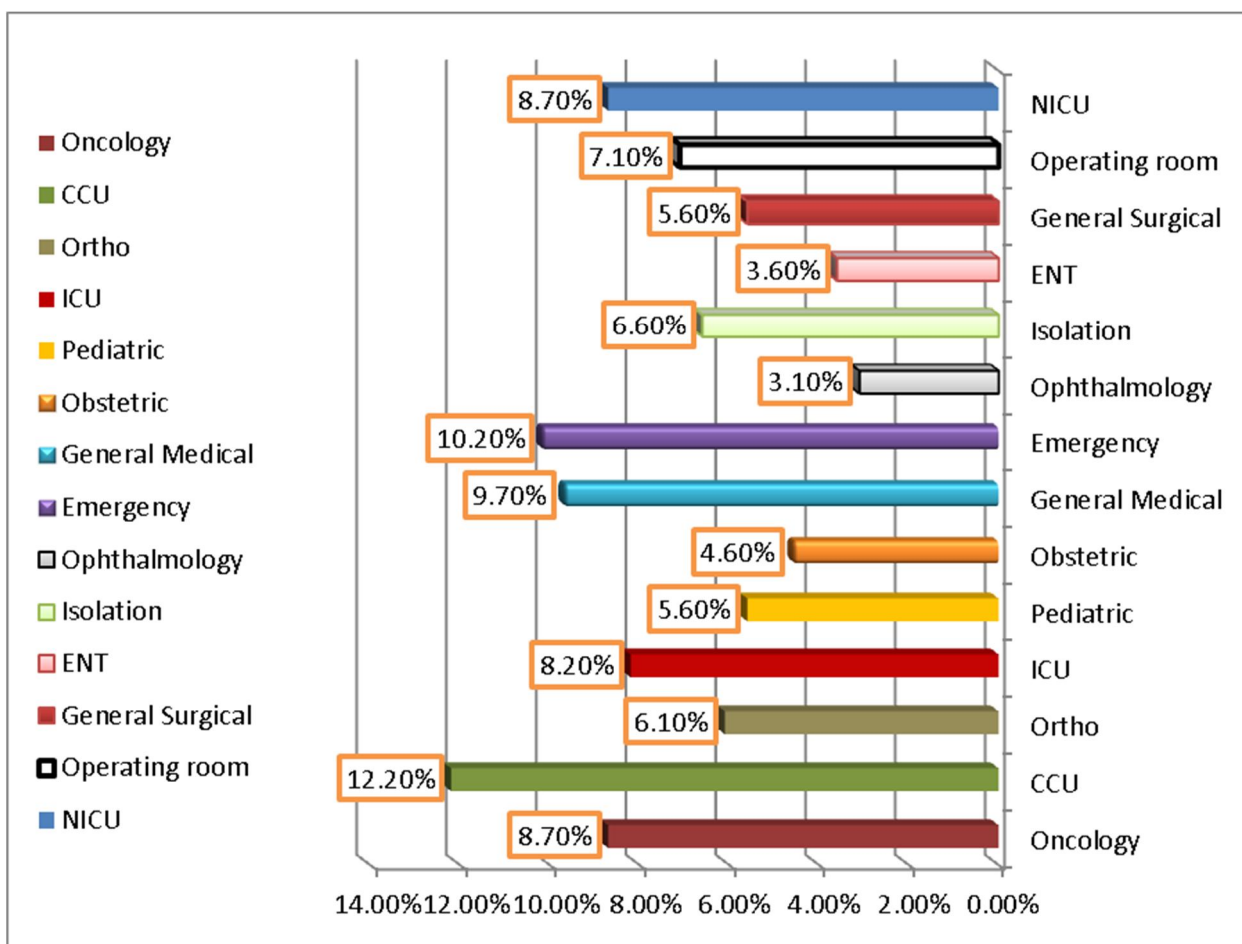


Figure (1) Percentage distribution of the staff nurses regarding their department (no.=196).

Figure (1) reveals that, the highest percent of the staff nurses (12.2%) and (10.2%)are working at CCU unit and emergency department while the lowest percent of them are working on E.N.T and ophthalmology department as (3.6%) and (3.1%) respectively.

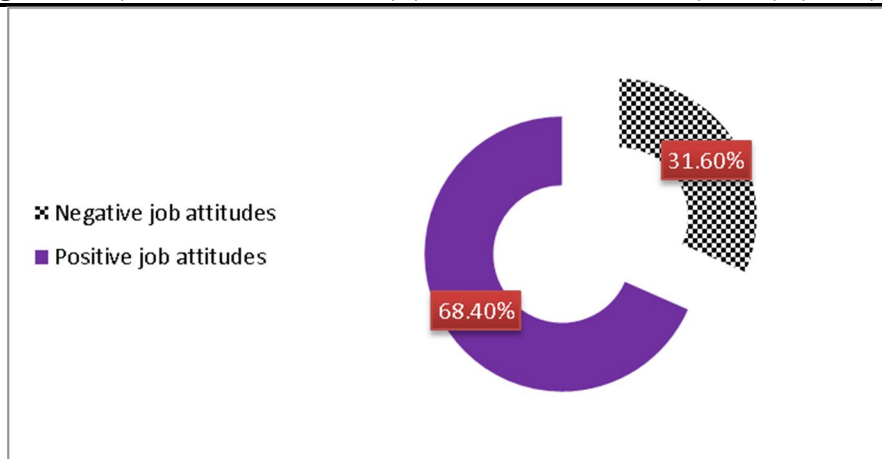


Figure (2) Percentage distribution of the staff nurses in relation to total job attitudes (no. =196)

Figure (2) illustrates that (68.4%) of staff nurses have positive job attitude while (31.6%) of them have negative job attitudes.

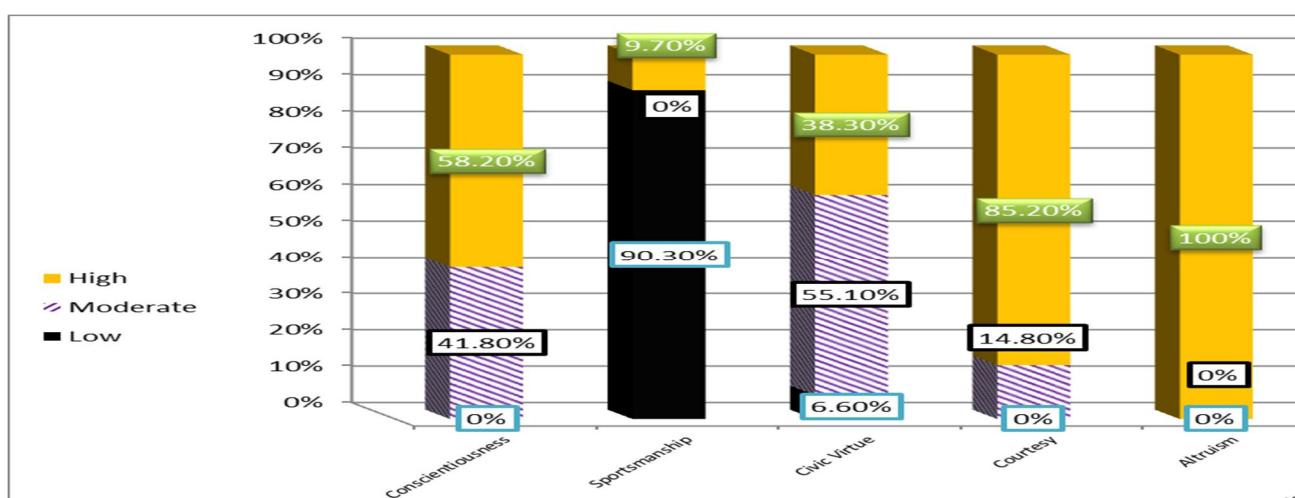


Figure (3) Percentage distribution of staff nurses regarding to all dimension of organizational citizenship behavior (no. =196).

Figure (3) explores that, regards the staff nurses exhibit high level towards altruism, courtesy, and conscientiousness, (100%, 85.2%, &58.2%) respectively. In addition, the same figure illustrates that (90.3%) of them exhibit low level and (9.7%) of them have high level towards sportsmanship. Finally, the figure (3) shows that, (55.1%) of them exhibit moderate level towards civic virtue and (38.3%) of them has high level.

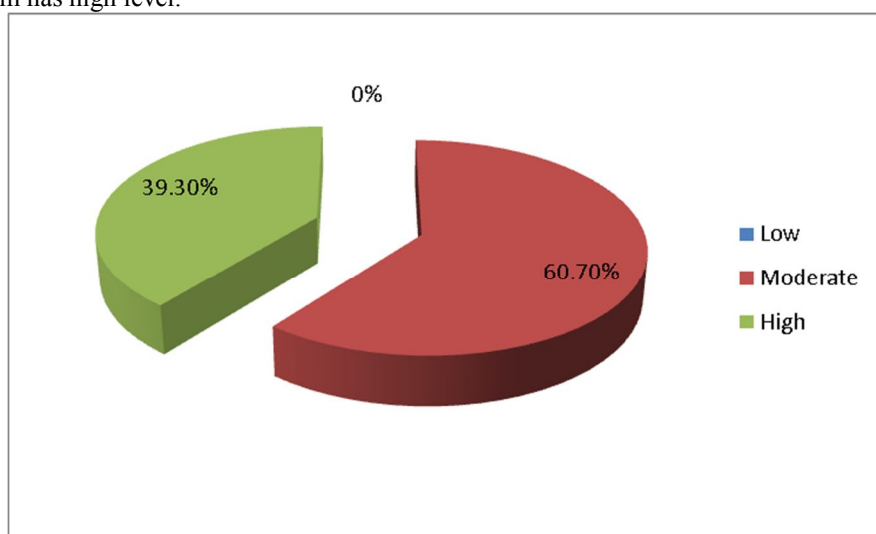


Figure (4) Percentage distribution of staff nurses regarding to total organizational citizenship behavior (no. =196).

Figure (4) clarifies that (60.7%) of staff nurses have moderate level regarding total organizational citizenship behavior, followed by (39.3%) of them has high level for the total organizational citizenship behavior.

Table (2) Correlation matrix between job attitude and organizational citizenship behavior among staff nurses (no.=196)

Variable		Job attitude	Organizational citizenship behavior
Job attitude	r (p-value)	1	.088 (.220)
Organizational Citizenship Behavior	r (p-value)	.088 (.220)	1

**Correlation is significant at the 0.01 level (2-tailed). * $p \leq 0.05$ (significant)

** $p \leq 0.05$ (highly significant) P – value based on Pearson correlation coefficient

Table (2) mentions that, there are a positive correlation between job attitude and organizational citizenship behavior” ($r=.88$, $P=.220$ ”).

Discussion:

Employees are the most important resources of healthcare organizations as so that the sustained profitability of an organization depends on its workforce job attitudes that would be affected by psychological empowerment and resulted in job satisfaction, high organizational citizenship behavior, which is considered an antecedent for organizational commitment. Staff nurses with a satisfactory job attitude could enhance their motivation, performance and reduces absenteeism, turnover that all considered as an indicators for commitment. Nursing attitude and satisfaction towards their jobs are correlated with received salaries, benefits, recognition, promotion, coworkers and management support, working conditions, type of work which all used as mean of psychological empowerment to reach positive attitudes and job security (López-Ibort et al., 2022).

The present study was conducted to assess the relation between job attitude and organizational citizenship behavior among staff nurses whom working in Health Insurance Hospital.

The current study finding showed that slightly more than one third percent of the staff nurses were ranged from 25<30yrs., with mean age (28.16+0.364), the majority of the were females and married. Concerning educational level, it was revealed that more than half percent of staff nurses had technical institute degree. As regards to their year of experience, less than half percent of them were had years of experience 5-<10, with the mean score (8.13+0.652), in addition slightly two thirds of them rural area as well as had enough salary. As regards to working department the current study finding showed that slightly one ten percent of the staff nurses were worked at CCU unit and emergency department while the lowest percent of them were worked on E.N.T and ophthalmology department respectively.

The present finding illustrated that more than two thirds of staff nurses had positive job attitude while slightly one third of them had negative job attitudes, from the researcher point of view, this was due to slightly two thirds of them rural had enough salary, also they had good communication with peers, subordinate and superiors, they shared in the hospital decisions as well as they the enough resources in the work condition, these all issues contribute to make positive job attitude. Furthermore, Positive job attitude among nurses being indicated by their satisfaction with their position in the hospital, good communication between all staff members in the hospital and psychological well-being as a pre determinant to positive attitude toward the job.

These findings supported by the study of **Sapar and Oducado, (2021)** which mentioned that salary was an essential predictor driving their Nigerian nurses to positive job attitude and satisfaction, and the same among Jordanian nurses(**Al Momani, 2017; Akinwale & George, 2020**). Additionally, **Madhuchandra and Srimathi (2016)**

mentioned that majority of the respondents in the study reported that they were satisfied and have positively attitude with their work.

Also the current findings in the same line with **Koskenvuori et al., (2019) and Mohamed et al., (2022)** that illustrated that the participants have positive job attitude and good psychological wellbeing and had satisfaction in their job.

This study is supported with the study by **Elliott and Fry, (2021)** who mentioned that nurse's psychological well-being was affected by stress in the workplace and their attitudes were negatively affected by working conditions (shift, weekend work, inadequate remuneration; more work hours; discrimination and safety at work environment; poor relationship at work; role conflict and ambiguity. All of these stressors had to affect negatively on nurses' attitudes (**Guan et al., 2020 & Huang et al., 2020**).

In addition, the present study was contrary with **Mohamed et al., (2022)** they reported that 60% of the respondents had an average level of job satisfaction, as an indicator for negative attitudes towards their jobs while those with high levels of job satisfaction were 34.5% of the respondents had appositive job attitude. Also this finding in the same line with **Elsherbeny and El-Masry, (2018)** which reported that the majority of the studied group expressed low job satisfaction (61.8 %) which considered as the major factor that affected by positive job attitude.

The results of actual study mentioned that staff nurses exhibited high level towards altruism, courtesy, and conscientiousness respectively. Moreover this study illustrated that more than half of staff nurses had moderate level regarding total OCB, followed by more than one third of them had high level for the total OCB. This might be explained as staff nurses' attitude towards their job is directly linked to satisfaction which considered as an indicator for a climate of organizational citizenship behavior and is vital to an organizations and building a supportive work environment.

This study finding was congruent to the study of **Ismail Ibrahim et al., (2022)** they reported that, ranking and mean scores and standard deviation of organizational citizenship behaviors dimensions among staff nurses, the findings of the present study displayed that, the highest mean score was related to altruism followed by courtesy, followed by conscientiousness, followed by sportsmanship and the lowest mean score was related to civic virtue dimension.

Additionally, the present study finding was in the same line with **Elnahas et al., (2020)** Organizational citizenship behavior and quality of work life among nurses in Port Said Hospitals, in Egypt who revealed that, the nurses obtained the highest mean score for the altruism dimension, followed by courtesy, followed by conscientiousness followed

by sportsmanship while, the lowest mean score was related to civic virtue.

On the same line the study findings were the study of **Khalifa & Awad, (2018)** who found that the nurses viewed the mean score percentage of OCB was moderate. This may be due to the presence of behavioral support among the nurses. Moreover, **Demirkiran et al., (2016)** mentioned that, OCB perception of the participants was moderate

On the contrary, the present study result disagreed with **Safan et al., (2018)** they showed that, mean score of sportsmanship obtained the highest mean score of all dimensions of Organizational citizenship behaviors, and the lowest mean score was obtained to conscientiousness.

As regards to correlation between the studied variables. Finally illustrates that, there were a positive correlation between job attitude and organizational citizenship behavior, these might due to the job attitude and work condition of the work effect on the OCB of the employee. Moreover, maintain a positive work climate within which employees do not fear negative consequences to their self-image, status, or career, that can be achieved through using good leadership style by first-line manager enhancing positive behaviors as high work engagement and citizenship behaviors among their staff nurses.

The current study finding is in accordance with a study done by **McCann et al., (2018)** who indicated a strong positive relationship between job attitude, satisfaction, performance as an indicator for work engagement, organizational citizenship behaviors, and though conceptualized criteria, so that it should better understanding of the importance of satisfaction for organizational citizenship and outcomes.

The current study finding is in the same line **Liu et al. (2017)**, concluded staff nurses proactive behavior, were engaged, proactive, feel more challenged, and have a stronger drive than their satisfied colleagues, who are reactive, feel less challenged and more satisfied. So, work engagement is a high activation and related to work performance. Although job satisfaction and work engagement are both positive states of mind, they differ in activation levels to keep committed and highly citizens' behavior.

This study finding was **Asgari et al., (2020)**, The role of leadership styles in organizational citizenship behavior through the mediation of perceived organizational support and job satisfaction that was reflected in positive job attitude, was significantly correlated with OCB ($r = 0.64, p < 0.01$).

This study finding in accordance with **Torlak et al., (2021)** that Links connecting nurses' planned behavior, burnout, job satisfaction, and organizational citizenship behavior in three public hospitals in Iraq, which reported that there were positive statistically significant association between organizational citizenship behavior, job satisfaction and job attitude. when job attitudes was positive job satisfaction was achieved, creased productivity and loyalty, become friendly, increase interest in organizational affairs and sincerity and increase organizational citizenship behavior.

Conclusion:

It can be concluded from the current study that slightly more than two -thirds percent of the staff nurses at Health Insurance Hospital had a positive job attitudes while less than one third of them had negative attitude toward their job. Moreover nearly two third percent of staff nurses have

moderate level regarding total OCB, followed by more than one third of them from them had high level of the total OCB at Health Insurance Hospital. Also, there was a positive correlation between the job attitudes and OCB among staff nurses at Health Insurance Hospital.

Recommendations

Based on the current study's findings, the following recommendations are emphasized.

- 1- Conduct an educational program for all levels of nurses about the OCB to spread this behavior among them because it can create a feeling of happiness which in turn employees become more motivated and satisfied at work thus, and it leads to an improvement for positive job attitudes.
- 2- Assess the structures in their organizations by nurse managers to identify how to increase staff nurses to feel job security, positive job attitudes, OCB and provide access to organizational empowering structures to make their nurses have a greater sense of autonomy, positive job attitudes, OCB and impact at the workplaces.
- 3- Conduct periodic meetings and discussions between managers and staff nurses.
- 4- Conduct job attitudes and organizational citizenship behavior content into the curriculum by nursing faculty members
- 5- Conduct a further similar study for nurses in the different levels of hospitals or hospitals in the different areas.

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