

# The Relation between Psychological Empowerment, Job Attitude, and Organizational Citizenship Behavior among Staff Nurses

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## Abstract

**Background:** Enhancing nurses' job attitude and satisfaction through psychological empowerment could be a solution for these adverse effects, especially for the nursing shortage to reach citizenship behavior organizationally. **Aim of the study:** To assess the relationship between psychological empowerment, job attitude, and organizational citizenship behavior among staff nurses in Minia university Hospital and Mina pediatric and obstetric university hospital. **Research design:** A descriptive correlational research design. Sample: consisted of all available staff nurses (300 nurses) working in the units during data collection. **Setting:** conducted in Minia University Hospital and pediatric and obstetric university hospital. **Tools of data collection:** three tools were used, tool I: Psychological Empowerment Scale (PES included two parts: part 1: A demographic characteristics, part 2: psychological empowerment scale, tool II: job attitude scale and tool III: organizational citizenship scale were used. **Results:** the finding of the current study reveals that there was a positive fair association between psychological empowerment of the studied nurses with their job attitude and organizational citizenship behavior and a moderate positive association between their job attitude and their organizational citizenship behavior. **Conclusion:** a positive fair association between the psychological empowerment of the studied nurses with their job attitude and organizational citizenship behavior and a moderate positive association between their job attitude and their organizational citizenship behavior. **Recommendations:** Nurse Managers should assess the structures in their organizations to identify barriers of staff nurses to feel job security, ensure empowering factors at work, providing access to organizational empowering structures in order to make their employees have a greater sense of autonomy and impact at the workplaces, the nursing image should be improved by using psychological empowerment.

**Keywords:** Job Attitude, Organizational Citizenship Behavior, Psychological Empowerment, Staff Nurses.

## Introduction

Nursing is a dynamic career in which nurses are assigned more responsibilities and are expected to have more complex nursing care. Due to continuing hospital restructuring and regulatory change, nurses face many obstacles in the healthcare sector (Cummings et al., 2010). Fewer services are accessible, patients are more complicated, education and career opportunities are limited, and work uncertainty and stress are on the rise (Wagner et al., 2010). These issues have detrimental consequences for the healthcare system, such as reduced nurse retention, an increasing nursing shortage, and higher recruitment costs for hospitals (Hayes, 2010 & Laschinger 2009). These emotions play a significant role in the

human life cycle since they need inspiration, motivation, and positive work attitudes as a result of their possible effect on these shifting worlds characterized by psychological empowerment.

Increasing nurses' work satisfaction and attitude by psychological empowerment may be a response to these negative consequences, especially in light of the nursing shortage (Hayes, 2010). Furthermore, psychological empowerment has an effect on job attitude and satisfaction, which is a significant component of every person's career, as well as the most critical predictor for nurses' work commitment, organizational citizenship behavior, and organizational performance (Seada 2017). Employee empowerment is one of the most

important strategies for increasing employee engagement and effective use of individual and collective capacities and abilities in accordance with organizational goals (Abadi, 2013). The empowerment process enhances people's creativity and initiative, as well as their optimistic mindset and job satisfaction (Jin-Liang, 2012). Empowerment improves the efficiency of organizations by increasing their flexibility and dynamism, as well as their knowledge and skills (Ghale, 2012).

Today, having a workforce with a higher degree of organizational citizenship behavior (OCB), especially among hospital staff nurses, is critical because it influences the quality of care provided and fosters high organizational commitment. OCB applies to something that workers want to do on their own time and without being directed to do so organizational stability in healthcare is based on optimistic organizational citizenship attitudes that reflect a dedicated workforce. (Mahmoud & Ibrahim, 2016)

Organizational citizenship behavior is linked to positive job attitudes and satisfaction, and it means that an individual can move beyond and above job requirements by doing things like communicating positively about the organization, helping others, and going beyond and above their job's usual standards (Tuna. et al., 2016) (Reddy, 2015) continued to suggest that work attitude has a significant impact on competitiveness, performance, organizational citizenship, wellness, and well-being; in other words, people who have a good attitude about their employees perform better. Today, ensuring a workplace with a higher level of organizational citizenship behavior (OCB), especially in hospital staff nurses, is critical because it affects the quality of care provided and develops high organizational commitment ((Mahmoud & Ibrahim 2016).

### Significance of the study:

Job attitude tends to have an association with organizational behavior in maintaining hospital service efficiency; both are correlated in providing the best service quality (Lee & Chan, 2013) Nurses' work stress manifests itself in their attitude toward their work, which is closely related to worker satisfaction, which is considered a measure of organizational

citizenship behavior, and both are critical to an organization's performance (Riana & Roebuck, 2016). Stress is a problem that has existed for a long time. However, it has been more evident in recent years. Nurses are exposed to a variety of career stressors that can contribute to frustration, absenteeism, and the need to leave the profession (Thian, Kannusamy, & Yobas, 2013).

Employee psychological empowerment and work attitude are critical to an organism's functioning because when attitudes are good, they are a sign of an underlying issue and a leading cause of anticipated difficulties in the organization. When attitudes are negative, they are also a symptom of an underlying problem and a contributing cause of upcoming difficulties in the organization. A negative attitude may take many forms, both positive and destructive, as well as active and inactive, such as actively causing situations to worsen, such as excessive absenteeism, decreased effort, or passivity, which may lead to a strike, low efficiency, poor quality, job delays, absences, and staff turnover (Youssef, 2017 & Srivastava; 2017).

According to research, workers' job attitudes and interactions with their jobs are significant predictors of job satisfaction, retention plans, and citizenship behavior. More overwork engagement, as shown by citizenship behavior, is thought to be linked to job stress, negative job attitudes, and other outcomes. Creating activities that encourage employee participation can increase staff satisfaction and clinical care. However, little is known about the interactions between organizational role stress, work engagement, by Mahmoud & Ibrahim (2016) about organizational justice and its relation to OCB among nursing staff 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 as a mean of psychological empowerment, and ongoing training is necessary for continuous professional development in dimensions of organizational citizenship behavior.

## Aim of the study

The current study aims to assess the relationship between psychological empowerment, job attitude, and organizational citizenship among staff nurses in Minia university hospital and Minia pediatric & obstetric university hospital.

### Research questions:

- What is the level of psychological empowerment among staff nurses in both hospitals?
- What is the level of overall nurses' job attitude in both hospitals?
- What is the degree of overall nurses' organizational citizenship behavior in both hospitals?
- Is there a relation between psychological empowerment, job attitude, and organizational citizenship behaviors among staff nurses in both hospitals?

## Subjects and Method

### Research design:

A descriptive correlational research design was used in conducting this study to fulfill the study aim. Descriptive correlational design used to describe the variables and the relationships that occur naturally between and among them..... as with experimental designs, the study variables are classified as independent(predictor) and dependent(outcome). However, the variables are not manipulated, but occur naturally.

### Setting:

The study was conducted at Minia university hospital, this hospital providing different health care services for in-patient and outpatient that include( medical, surgical, coronary care unit, intensive care unit, tropical care unit, ENT, ophthalmology, neurosurgical unit, emergency rooms and neurological intensive care and pediatric & obstetric university hospital that providing maternity and child care services, for inpatient and outpatient and also include ( delivery room emergency, obstetric intensive care unit, gynecological unit, delivery operation room, pediatric unit, neonatal intensive care unit, and pediatric

medical care unit ,All units were included in the study in the Minia governorate.

### Subjects:

Convenient sample was used in the current study, consisted of all available staff nurses working in all units during the period of data collection. Their total number is 300 nurses described as Minia university hospital (150) and pediatric & obstetric university hospital (150).

### Tools of Data collection:

Three tools were used in this study for data collection.

#### Tool I: Psychological Empowerment Scale (PES): A self – administer questionnaire.

It was used for collecting the data for this study. It consists of two main parts:

**Part one:** this part is concerned with data pertaining to **demographic characteristics** of the study subjects as gender, age, nursing educational qualification, level, years of experience, and hours of work.

**Part two:** this part consisted of **Psychological Empowerment Scale (PES)**

It was used to identifying the level of psychological empowerment among staff nurses. This tool was developed by Spreitzer (1995), It consists of 12 items. These items were grouped under four theoretical dimensions.

**Scoring system:** responses were scored under a five-point Likert scale ranging from one to five in which 1 = Strongly Disagree, 2= Disagree, 3= To some extent, 4= Agree, and 5= strongly Agree. All dimensions (four dimensions) had a positive scoring. The overall scores of each dimension are calculated by taking the average (total scores divided by the number of items) of the respondent's score for each dimension and multiplying this by 100 to convert it into a percent score.

If the total scores were less than 50% considered as low psychological empowerment. If the total scores ranged from 50% to less than 75%, considered moderate psychological empowerment, and if the total scores were 75% or more considered high psychological

empowerment.

### Tool (2) job attitude scale:

The **job attitude scale** was developed by **Kelly (2012)** to assess the degree of job attitude. It consisted of 17 items. Each item was measured with 5 points Likert scale ranged as 1= dissatisfied, 2= poorly satisfied, 3= sometimes, 4 =satisfied, and 5= very satisfied. The scoring system for job attitude will range from 0 up to less than 60% considered as negative, and positive which categorized as following:

- Negative job attitude from  $\geq 60\%$ .
- Positive job attitude from  $< 60\%$ .

**Tool (3) Organizational Citizenship Behavior Scale** developed by **Organ (1990) and Mary (2012)** to assess the organizational citizenship behavior among staff nurses. It comprises 24 items under five dimensions :(conscientiousness (5 items), sportsmanship (5 items), civic virtue (4 items), courtesy (4 items), and altruism (6 items). With 5 points Likert scale ranged as 1=never, 2=seldom, 3=sometimes, 4=often, 5=always. The scoring system for OCB was ranged from 24 to 120, which categorized as following:

- Low from 24 to 55.
- Moderate from 56 to 88.
- High from 89 to 120. The higher score, the high well organizational citizenship behavior.

### Tools validity and reliability

The tools were tested by a team of five nursing administration experts at Minia, and Ain Shams University affirmed its validity. Modifications to the tools were done based on the panel's evaluation of the content's appropriateness and item sequence accuracy. Cronbach's alpha test was used to determine the degree to which the items of the tools (tool I part two, II, III) test the same concept and correlate with one another. The internal consistency was 0.92, 0.92, and 0.95, respectively.

### Pilot study:

After developing the tools and before beginning the initial data collection, 30 staff nurses participated in a pilot study. The pilot study aimed to test whether the study was

feasible, as well as the order in which the items were presented, and the preliminary tool's consistency and applicability. It was also used to measure the period it would take to complete the questionnaire, which came to 20 minutes and they were included with the key research participants. The process of the pilot study took two weeks (from 15/12 to 30/12) in December 2018.

### Ethical consideration:

The study ethical committee of Minia University's faculty of nursing provided their initial approval in writing. The researcher met with the directors to introduce and discuss the study's aim, then met with the head nurses in each department to introduce and discuss the study's aim, as well as decide the best time to meet the study participants and collect data. Nurses were told that any details gathered would be kept private and would have no bearing on their professional evaluation.

### Data collection procedure:

The official approvals were obtained from the medical and nursing administration of Minia University and pediatric and obstetric hospitals. Prior to the collection of data, a formal letter was issued from the dean of post-graduate studies and research at the Faculty of Nursing, Minia University, and the approval of the ethical committee, submitted to medical and nursing administrations and the heads of the units for obtaining their permission and help to conduct the study. The letters also listed the data needed for the study. Moreover, written consent was obtained from each participant. Before the nurses participate in this study, the nature, the aim, methods, and anticipated benefits of the study were explained. The researcher informed the participation is voluntary and has the right to withdraw at any time without giving any reasons.

Before distributing the questionnaire, the researcher met the participants according to the time determined by the head of each department, introducing herself, and explained the purpose of the study and the components of the tools to the participants in the study setting. Then, the researcher distributed the data collection tools to respondents individually in their workplace. The filling time for the

questionnaire sheet took about 20 minutes. The researchers checked the completeness of each filled form after the participant filled it. Data collection was done during the morning, afternoon, and night shifts two days/week, from January to April 2019.

### Statistical design:

Statistical analysis was done by using Statistical Package for the Social Science

(SPSS 25.0). Quality control was done at the stages of coding and data entry. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables and mean & standard deviation (SD) for a quantitative variable. A correlation coefficient test was also used between empowerment, job attitude, and organizational citizenship behavior, and statistical significance was considered at  $p < 0.05$ .

## Results

**Table 1:** Demographic characteristics of the studied staff nurses (n= 300).

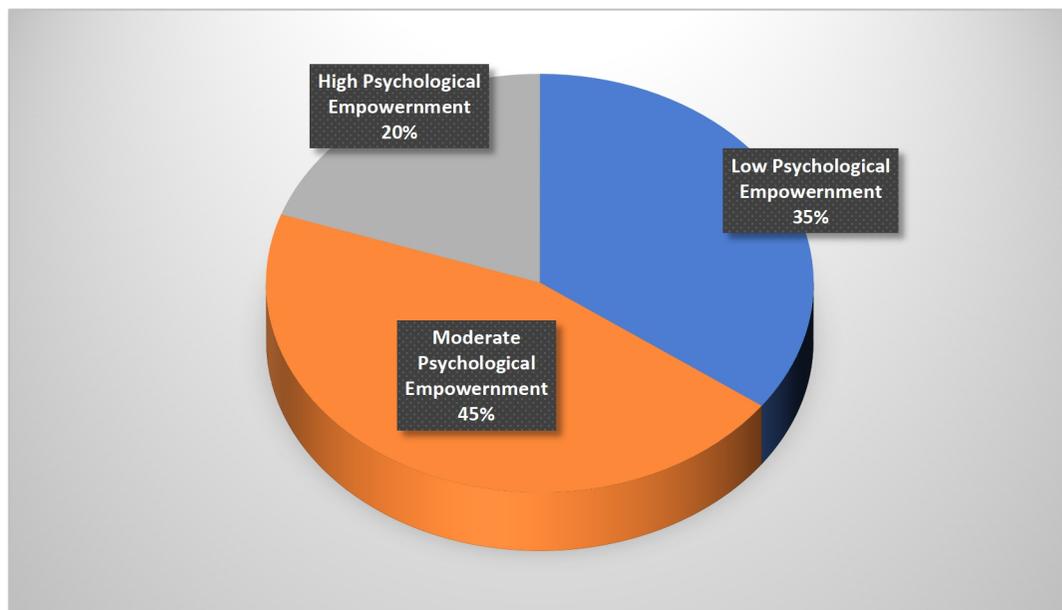
Personal data	No.	%
<b>Gender</b>		
Male	126	42.0
Female	174	58.0
<b>Age / years</b>		
18 < 32	174	58.0
32 < 45	110	36.7
45 – 57	16	5.3
Mean ± SD	32.6 ± 6.1 years	
<b>Years of experience</b>		
1 -	126	42.0
11 -	137	45.7
21	34	11.3
31- 40	3	1.0
Mean ± SD	13.1 ± 6.3 years	
<b>High Educational level</b>		
Diploma in Nursing	144	48.0
Institute in Nursing	120	40.0
B. Sc in Nursing	36	12.0
<b>Hours of Work /day</b>		
6	213	71.0
12	87	29.0
<b>Total</b>	<b>300</b>	<b>100</b>

Table 1 presented that (58.0) of staff nurses were female and in the age group 18 < 32 years (58%). The mean subject's age was  $32.6 \pm 6.1$  years. Concerning years of experience, 45.7% of staff nurses experienced 11 to less than 21 years with a mean of  $13.1 \pm 6.3$ . Regarding the high educational level, 48.0% of the studied staff nurses had a diploma in nursing, and 71.0% worked 6 hours/day.

**Table 2:** Mean scores for the sources of psychological empowerment in the studied sample (n= 300)

Psychological Empowerment sources	Min - Max	Mean ± SD
Meaning	3- 15	8.8 ± 3.2
Competence	3- 15	8.8 ± 3.2
Autonomy	3- 14	7.1 ± 2.9
Impact	3-15	8.8 ± 3.2
Psychological Empowerment	12- 54	33.5 ± 10.7

Table 2 showed that meaning, competence, and impact power were the highest psychological empowerment source with a mean score of  $8.8 \pm 3.2$  for all of them respectively, while autonomy power was rated as the last psychological empowering source with a mean score of  $7.1 \pm 2.9$ .



**Figure (1):** Levels of total psychological empowerment among staff nurses (n= 300).

**Figure 1** illustrated that 35.0% of staff nurses had low total empowerment. While 45.0% of them had moderate total empowerment, and 20.0% of them had high total empowerment.

**Table 3:** Distribution of the study subjects as regarding their job attitudes ( n = 300)

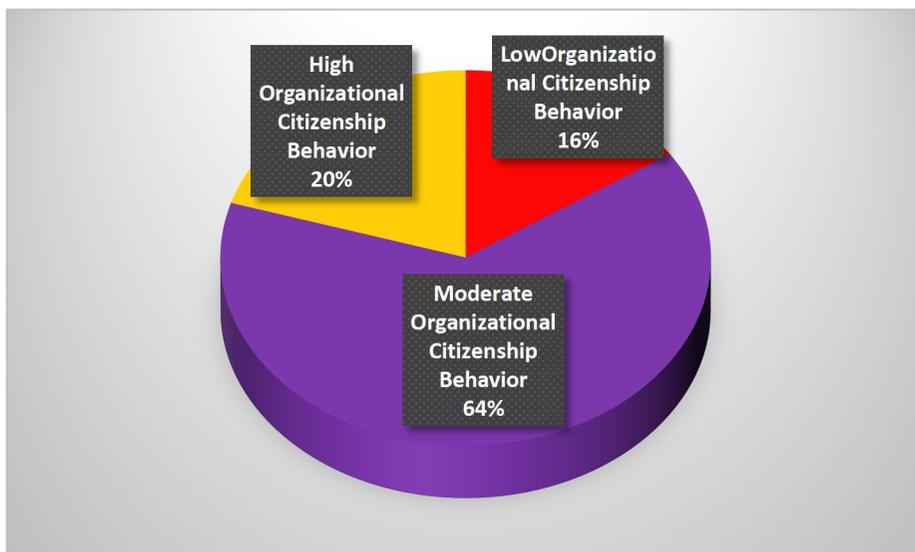
The studied staff nurses job attitude	No.	%
Positive attitude > 60%	120	40.0
Negative attitude < 60%	180	60.0
Mean ± SD	46.7 ± 12.5	

Table (3) showed that 40% of staff nurses had positive attitudes towards their job while 60% of them had a negative attitude with a mean score of  $46.7 \pm 12.5$

**Table 4:** Mean scores for the level of organizational citizenship in the studied sample (n = 300)

Items	Min - Max	Mean ± SD
Conscientiousness	6 - 23	15.6 ± 3.8
Sportsmanship	5- 23	14.7 ± 3.9
Civic Virtue	4 - 20	10.9 ± 3.6
Courtesy	4 - 20	11.5 ± 3.4
Altruism	6 - 30	20.3 ± 6.6
Organizational citizenship scale	29 - 111	73.1 ± 16.6

Table 4 presented that altruism was the highest organizational citizenship source with a mean score  $20.3 \pm 6.6$ , while civic virtue was rated as the last organizational citizenship source with a mean score  $10.9 \pm 3.6$ .



**Figure (2):** levels of organizational citizenship behavior among staff nurses (n= 300).

**Figure 2** illustrated that 16.0% of staff nurses had low total organizational citizenship behavior. While 64.0% of them had moderate total organizational citizenship behavior, and 20.0% of them had high total organizational citizenship behavior.

**Table (5):** Correlation matrix between psychological empowerment, job attitude, and organizational citizenship behavior among staff nurses

Items		Psychological empowerment	Nurses attitude	Organizational citizenship behavior
Psychological empowerment	r	1		
	P-Value			
Nurses attitude	r	.406	1	
	P – Value	.0001**		
Organizational citizenship behavior	r	.457	.676	1
	P – Value	.0001**	.0001**	

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

Table (5): reveals that there were positive fair association between psychological empowerment of the studied nurses with their job attitude and organizational citizenship behavior ( $r= 0.406$ ;  $P - Value < .0001$  &  $r= 0.457$ ;  $P - Value < .0001$  respectively) and positive moderate association between their job attitude and their organizational citizenship behavior ( $r= 0.676$ ;  $P - Value < .0001$ ).

**Table (6):** Correlation between psychological empowerment, job attitude, organizational citizenship behavior among staff nurses with their age, year of experience, and their educational level

		Psychological empowerment	Nurses attitude	Organizational citizenship behavior
The studied nurses' age	R	.053	.076	-.011-
	P-Value	.360	.187	.856
The studied nurses' years of experience	R	.061	.074	.002
	P-Value	.295	.202	.973
The educational level of the studied nurses	R	-.007-	-.047-	-.025-
	P – Value	.903	.412	.671

Table (6): indicated that there no association between psychological empowerment, job attitude, organizational citizenship behavior among staff nurses with their age, year of experience, and educational level.

## Discussion:

Employees are the most important resources of healthcare organizations. The sustained profitability of an organization depends on its workforce job attitudes that would be affected by psychological empowerment and resulted in satisfaction, high organizational citizenship behavior, which is considered an antecedent for organizational commitment. Employees' satisfactory job attitude enhances their motivation, performance and reduces absenteeism and turnover. Employee's attitude about his or her job and the organization in which s/he performs the job. Employee attitude and job satisfaction is 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 (Mosadeghrad & Ferdosi, 2013).

The present study's finding revealed that meaning, competence, and impact power were the highest psychological empowerment source with a mean score  $8.8 \pm 3.2$ , respectively, while autonomy power was rated as the last psychological empowering source with a mean score  $7.1 \pm 2.9$ . with low total empowerment. While 45.0% of them had moderate total empowerment and 20.0% had high total empowerment, this might be due to changing the nursing condition by applying the cadre of the medical profession and feel competence, meaning, and impact power.

The current finding is consistent with Ibrahim, Abo El-Magd & Sayed (2014) study about nurse's psychological empowerment and perceived autonomy in university and teaching hospitals at Menofia Governorate/Egypt reported that the majority of nurses in university and teaching hospitals at Menofia Governorate/Egypt were perceived psychological empowerment as a moderate level. Also, in the same line result congruent with Nasiripour and Siadati (2011), study of A Propose Model for Nurses Empowerment through Characteristics of Workplace and Management Strategies; A Study in Iranian Hospitals who founded that nurses in Iran social security organization hospitals considered their empowerment status at a moderate level. Moreover, the study of

Corbally, et al., 2007 of Nurses' and Midwives' Understanding and Experiences of Empowerment approved that psychological empowerment had been viewed as having the potential to play a key role in professional development, increasing nurses' job attitude and satisfaction, giving better quality for patients, and included a sense of meaning, self-determination, competence, and impact.

This result contradicts Abd Ehamid (2017) study of the Relationship between Empowerment and Job Satisfaction among Staff Nurses in Minia University Hospital who reported that Near to half of the studied nurses had low psychological empowerment levels. While more than two-thirds of them have moderate psychological empowerment and only a minor percent of them had high psychological empowerment levels.

This might be related to staff nurses at the organizational hierarchy, have good communication channel up& down, good experience and knowledge making their effect in their workplace are improved, as related to staff nurses experienced high structural empowerment, where structural empowerment had a direct effect on psychological empowerment when staff nurses become psychologically empowered; they can be adapting, able to cope with stressors, and more satisfied with the work. Their intent to stay in the organization increased, and they become more loyal, more productive, and have the power to work in the organization. Recognition of the importance of the nursing profession and application of medical professional cadre with a significant increase in nursing salary as a method of psychologically empowering methods.

The result of the current study showed that 40% of staff nurses had positive attitudes towards their job while 60% of them had a negative attitude with a mean score  $46.7 \pm 12.5$

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 organization as reported by (Riana & Roebuck, 2016); about Exploring cultural influence on managerial communication in relationship to job satisfaction, organizational commitment, and the employees' propensity to leave in the insurance sector of India reported that job satisfaction

relates to an attitude towards a job, hospital service quality, job attitude appears to have a relationship with the behavior of the organization, both of them are correlated in providing best service quality (Lee & Chan, 2013). Also, the study of (Baker et al., 2011) about Empowerment and job satisfaction in associate degree nurse educators, found that the nurses who are satisfied with their job feel empowered in their workplace. This can be due to the empowerment play as a basic stone of satisfaction, so when the level of empowerment low, followed by low in job satisfaction. At the same time Manojlovich, & Laschinger (2007), study of The nursing work life model: extending and refining a new theory, mentioned that the combination of structural and psychological empowerment was a strong predictor of positive organizational outcomes, especially job attitude and satisfaction.

The current study's finding was consistent with Abd Elhamid (2017), who reported that more than two-thirds of staff nurses have low job satisfaction (68.3% in which indicating a negative job attitude). While more than one quarter (29.7%) have moderate job satisfaction and only 2% have high job satisfaction.

This result was congruent with the previous results Hassona (2013), study of the Relationship between Structural Empowerment, Work Engagement, and Job Satisfaction among Nursing Staff at Zagazig University Hospitals mentioned that nearly half of the staff nurses were not satisfied with their job. The findings agree with Helal (2008) study entitled Leadership styles of the head nurses and its relationship to their staff nurses' job satisfaction and motivation. reported that about three-quarters of nurses working at Zagazig University Hospital in Egypt were dissatisfied with all items of satisfaction in their study. On the other hand, Morsy & Sabra (2015) study of Relationship between quality of work life and nurses job satisfaction at Assuit university hospitals reported that more than two-thirds of staff nurses (68.9%) were satisfied with their work and job. Also, Salem, Baddar & Mugatti (2016) study of the Relationship between Nurses Job Satisfaction and Organizational Commitment, .revealed the majority of nurses in Jeddah have fair satisfaction with their job.

This result was accorded with Hassan

(2007) Work empowerment versus job satisfaction among nurses at Mansoura university hospital, reported that most of the study subjects were dissatisfied with total job satisfaction procures with negative job attitude. The findings also in agreement. On the opposing side, Ahmed, EL Molla & Abed (2014) study about Effect of Organizational Climate on Job Satisfaction of Clinical Instructors at the Faculty of Nursing, in Cairo reported that 55% of the studied sample (clinical instructors at faculty of nursing, Cairo University) has a moderate level of job satisfaction. Also, there is a highly positive correlation between overall job satisfaction. In the same line, Mohamed (2010) study of Nurses 'satisfaction With Work Environment At Assuit University Hospital. reported that the head nurses were had a positive job attitude and work satisfaction.

This result was accorded with Edoho, Bamidele & Ojong Idang Neji (2015) study of Job Satisfaction among Nurses in Public Hospitals in Calabar, in Nigeria founded that the majority of the nurses in public hospitals in Calabar, cross river state Nigeria were moderately satisfied with their job had a moderate job attitude.

This result was inconsistent with Damayanthi, Wichaikhum & Chontawan (2014) who do a study about "Predicting Factors of Job Satisfaction among Nurses in Sri Lanka," which showed that the mean score of job satisfaction among nurses was 3.23 suggesting a moderate level of satisfaction. In line with findings, Manju reported in the study done in Coimbatore 2012 among 581 nurses that the majority of the nurses were satisfied with the career.

Job attitude & satisfaction was low among staff nurses at Minia university hospital, and pediatric and obstetric university hospital may be due to increasing the risk of infection and fear from transferring the infection to their relatives and family, work stress as a result of unpredictable monthly work schedule for head nurses and their staff obligation to take 2 days 12 hour shifts per a week, lack of support from supervisor and nurse manager, , lack of clarity of organization policy, continuous and fast-changing of infection control instructions, increase the quantity of paperwork, delaying doctors when

needed, increasing workload, for old age increase in health problems, increase homework and responsibilities.

The current study result revealed that 16.0% of staff nurses had low total organizational citizenship behavior. While 64.0% of them had moderate total organizational citizenship behavior, and 20.0% of them had high total organizational citizenship behavior. Moreover, the finding of the current study reveals that there was a positive fair association between psychological empowerment of the studied nurses with their job attitude and organizational citizenship behavior ( $r=0.406$ ;  $P\text{-Value} < .0001$  &  $r=0.457$ ;  $P\text{-Value} < .0001$  respectively) and a moderate positive association between their job attitude and their organizational citizenship behavior ( $r=0.676$ ;  $P\text{-Value} < .0001$ ).

Organizational citizenship behavior is closely linked to positive job attitudes, satisfaction. It implies that an employee is willing to go above and beyond job requirements by talking positively about the organization, helping others, and going beyond the normal expectations of their job (Tuna et al., 2016). The current study is in accordance with the 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 which considered as an aspect of psychological empowerment. Ongoing training is necessary for continuous professional development in dimensions of organizational citizenship behavior.

The current study finding is in accordance with a study done by (Daniel et al., 2013) of Problem solving & well-being Exploring the instrumental role of job control and social support. ." study of satisfaction, citizenship behaviors, and performance in work units 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 psychological empowerment, satisfaction for organizational citizenship and

outcomes. The current study result summarized a positive, statistically significant association between the total first-line nurse managers' authentic leadership and staff nurses' organizational citizenship behavior and work engagement.

The current study finding agrees with the study of Liu et al. (2017) about Linking authentic leadership to subordinate behaviors, demonstrates that nurse managers use strategies for psychological empowerment among their staff nurses, which are positively related to supervisor identification, psychological safety, and work engagement that finally reach an organizationally citizen employee. Thus explained from the researchers' point of view, this result due to changes in first-line nurse managers' knowledge and practice about an authentic leadership style marked by psychological empowerment and a positive attitude toward their job enhanced citizenship behavior.

In the same line, this study is according to a study done by Daniel. et al. (2013) about Exploring the instrumental role of job control and social support. ." study of satisfaction, citizenship behaviors, and performance in work units: on nurses job attitude, satisfaction, citizenship behaviors, and performance in work units at public sector hospital, Australia, indicated a strong positive relationship between job satisfaction that positive attitudes towards their job can indicate, organizational citizenship behaviors (OCB) and performance though conceptualized criteria so that it should provide a better understanding of the importance of psychological empowerment and job attitude, for organizational citizenship or other organizational outcomes.

Moreover, Schaufeli, Belgium, (2013) study of Work Engagement in Europe Relations with National Economy, Governance reported that maintaining a positive attitude toward their work climate within which employees do not fear negative consequences to their self-image, status, or career that can be achieved through using psychological empowerment by first-line manager enhancing positive behaviors, satisfaction as high work engagement and citizenship behaviors among their staff nurses. Although job attitude, satisfaction, work engagement are both positive states of mind, they

differ in activation levels to keep committed and highly citizens' behavior (Salanova et al., 2014), To achieve work outcomes, such as organizational citizenship behavior (OCB), commitment, organizational trust, socialization, and work engagement as reported by (Chaudhary & Panda, 2018) study of Authentic leadership and creativity The intervening role of psychological meaningfulness, safety and work engagement.

The result of the present study indicated that nurses' organizational citizenship behavior level moderate. From the researchers' point of view, this result due to changes in first-line nurse managers' knowledge and practice leads managers to empower their staff and enforce a citizen workforce. According to Luthans & Avolio 2009, study of The 'point' of positive organizational behavior, reported that positive organizational behavior builds a trusting relationship with followers, reduces the uncertainty of the organizational environment, and further enhances the followers' feeling of safety engaged in work, positive job attitude towards their job and had a high citizenship behavior. Work engagement is an indicator for positive job attitude, satisfaction, citizenship behavior, and authentic leadership style that nurse manager poses, promoting both positive psychological capacities and a positive ethical climate.

## Conclusion

The current study concluded that there is a positive fair association between the psychological empowerment of the studied nurses with their job attitude and organizational citizenship behavior and a moderate positive association between their job attitude and their organizational citizenship behavior. They are providing evidence of the importance of workplace psychological empowerment to achieve positive organizational outcomes in nursing. Exploring the impact of empowerment on nurses' work environments and understanding the relationship between empowerment and job attitude and satisfaction might be useful for creating a supportive and satisfying work environment for nurses, which could promote the intention to stay.

## Recommendations

Nurse Managers should assess the structures in their organizations to identify barriers of staff nurses to feel job security, ensure empowering factors at work, and provide access to organizational empowering structures to make their employees have a greater sense of autonomy and impact at the workplaces.

- Conduct periodic meetings and discussions between managers and staff nurses.
- Staff nurses should develop the organization's mission, philosophy, policies, vision, goals, and personal goals.

Further researches are recommended as:

- The relationship between empowerment and organizational climate
- The influence of empowerment on staff nurses performance
- Assessing factors influencing job satisfaction.

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