The Relationship between Job Involvement and Organizational Citizenship Behavior among Nursing Personnel

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Abstract

Background: Job involvement had positive effect on organizational citizenship behavior as the preference towards helping and sharing information, and promoting the feeling of responsibility, motivation, and satisfaction within the organization. The current study aimed to find out the relationship between job involvement and organizational citizenship behavior among nursing personnel.

Materials and Methods: The study was conducted at Al-Fashn central hospital. Descriptive correlational research design was used. A convenience sample of all nursing personnel, available during the study period, who are working in hospital and have at least two years of experience (N=136). Job involvement assessment instrument and organizational citizenship behavior assessment instrument were used in this study.

Results: The study indicated highly statistically positive significant correlation between job involvement and organizational citizenship behavior.

Conclusion: There was a highly statistically positive significant correlation between job involvement and organizational citizenship behavior. It was recommended that give nurses the opportunity to give decisions and discussing their decisions so that they feel that their opinions are important. Provide nurses a good work climate since it deeply affects their performance. The good work climate motivates nurses to perform well.

Keywords: *Job involvement and organizational citizenship behavior.*

I. INTRODUCTION

Today's healthcare organizations demand a high degree of responsibility, initiative, and engagement from its nurses. Organizations demand a high level of performance from healthcare workers. Nurses' expectations of their workplaces are growing concurrently as they look for possibilities for fulfilment and personal growth. The nurse is forced to do duties because there aren't many possibilities for career change (Kassem & Ibrahim, 2022).

Job involvement is crucial for the organization since it will improve performance and encourage nurses to actively participate in finishing their work or responsibilities, which is critical for ensuring that nurses feel content

and pleased at work, where they spend the majority of their time. Their attention, consideration, and effort for the task or organization. Define job job involvement as the degree to which a person is psychologically committed to their work and views the results as significant as a source of self-esteem (Yusuf & Prakoso, 2022).

Job involvement is a concept that highlights the function and contribution of nurses who psychologically behave and take sides with their work, participate actively in it, and regard it as important for themselves and their families so that the level of performance achieved is a form of self-esteem for their performance (Ibrahim et al., 2021). Job involvement is also closely related to the level of absenteeism from nurses as a measure of activeness at work. The more nurses are able to connect themselves with their work, their job involvement will also be higher (Kharismasyah et al., 2021).

Job involvement is defined as the degree to which nurses connect with their jobs and regard them as fundamental to their identities, and it is crucial for nurses' effort, motivation, performance, and happiness as well as for organizational success. Different individual predispositions, organizational traits, managerial conduct, and work design traits all contribute to job involvement. Additionally, organizations can promote job involvement by selecting the right people, fostering a conducive psychological climate, and incorporating human practices and policies supportive of high nursing personnel job involvement. Such practices can hold the key to sustain able competitive advantage (Putnik et al., 2019).

Organizational citizenship behaviors are vital for continuous organizational growth and development, also play an evident role in advancing the quality of health care services and facilities. It is also, required especially in the hospital because patients need special care

and positive behaviors of health personnel in handling the patients' cases and has an important role in improving patients' care and morale, facilitate access to health care organizations goals and enhance its performance (Chamisa et al., 2020).

Organizational citizenship behavior was defined as a contribution that goes above and beyond what is expected of a person in their capacity at work. It includes actions like lending a hand to others and volunteering for extra tasks while abiding by hospital policies. These actions are examples of "organizational citizenship behavior," which is individuals' free behavior that is not directly or explicitly associated with a reward system but could improve efficient operation in the organization. "Nurses added value" is a type of prosocial behavior that is defined as demonstrating positive social behavior and providing constructive and meaningful help (Titisari et al., 2020).

Organizational citizenship behavior, as defined by (Fikri et al., 2021), is a pro-social action that guides people, groups, and/or organizations in attaining goals. It is defined as functional behavior of individuals with groups or organizations, responsibilities beyond the organization. Organizational citizenship behavior is the term used to describe nurses' free-will behaviors and members' unanticipated contributions to the organizations they work for (Purwanto et al., 2022).

Organizational citizenship behavior refers to frequently understood as conduct that goes above and beyond official requirements (additional role) and is unrelated to direct remuneration. That is, a person with a high organizational citizenship behavior is willing to labour beyond what is required of them, such as offering to assist coworkers during breaks, even if they are not rewarded in cash. Nurses will contribute to the success of an organization if they are willing to take on

extra work, such as offering supplementary services to clients, in addition to completing their primary duties. According to the definition, personal conduct that is carried out outside of one's official obligations, is unrelated to the incentive system implicitly or overtly, and enhances an organization's ability to function effectively is defined (Sa'adah & Rijanti, 2022).

II.   Material And Methods

The study was conducted at Al-Fashn central hospital in the following units: The hospital consisted of three building, the first building consists of three floors, the first floor consisted from (The manager office, The nursing director office, The emergency department, The dialysis positive unit, The sterilization department, The radiology department, the kitchen). The second floor consisted from (Intensive care unit, The operations department, The medical unit, The obstetric unit). The third floor consisted from (The surgical department). The second building (Outpatient clinics, The dialysis negative unit). The third building consisted from (Inpatient unit, Neonatal intensive care unit).

Study Design: Descriptive correlational research design was used in this study.

Study Duration: from April 2022 to May 2022.

Sample size:139 nursing personnel.

Sampling: A convenience sample of all nursing personnel, available during the study period, who are working in hospital and have at least two years of experience. They included all nursing personnel; staff nurses, head nurses, supervisors and nurse managers.

Procedure methodology

Two tools were used to collect the necessary data. The first tool was developed by (Kanungo, 1982) and was modified by the researcher to assess nurses' job involvement assessment instrument used to identify items of job involvement. This tool consisted of (10 items) with a total grade (50). It was measured by five-point Likert scale ranged from (1= Strongly disagree, 2=disagree, 3=neutral, 4= agree and 5=strongly agree) and reversed items (2 and 7) ranged from (5= strongly disagree, 4=disagree, 3=neutral, 2= agree &1= strongly agree). It was calculated based on three levels; Low level if the total score was less than 50%, it means less than (<25 points). Moderate level if the total score was equal or more than 50%, to less than 75%, it means less than ($\geqslant$ 25: < 38 points). High level if the total score was equal or more than 75%, it means more than ($\geqslant$ 38 points).

The second tool was developed by (Podsakoff et al., 1990) and was modified by the researcher to assess nurses' organizational citizenship behavior. This tool consisted of (24 items) with a total grade (120). It was measured by five-point Likert scale ranged from (1= Strongly disagree, 2=disagree, 3=neutral, 4= agree and 5=strongly agree) and reversed items ranged from (5= strongly disagree, 4=disagree, 3=neutral, 2= agree &1= strongly agree). It was calculated based on three levels; Low level if the total score was less than 50%, it means less than (< 60 points). Moderate level if the total score was equal or more than 50%, to less than 75%, it means less than ($\geqslant$ 60:< 90 points). High level if the total score was equal or more than 75%, it means more than ($\geqslant$ 90 points).

The pilot study was carried out after validity of the tools and before starting the actual data collection. The aim of the pilot study was to confirm understanding, clarity and applicability of the tools, to determine required time to fulfill the tools. The pilot study was carried out on 10%of the total sample size, (14) from nursing personnel. Those participants were included in the study sample.

To carry out the study, official letters issued from the faculty of nursing Helwan university explained the aim of the study to the manager of Al-Fashn central hospital to obtain the permission for data collection. Individual oral consent was also obtained from each nurse in the study.

The ethical Considerations prior study conduction, approval was obtained from the Scientific Research Ethics Committee. In faculty of nursing Helwan university. In addition, an approval was obtained from the manager of Al-Fashn central hospital. Before starting data collection. The nurses were informed about the aim of the study. They assure that anonymity and confidentiality would be guaranteed and they informed that they allowed choosing to participate or not in the study and that they have the right to withdraw from the study at any time. Ethics, values, culture and beliefs were respected and study subjects were informed about research purposes.

The actual field work data was collected upon two months started at the beginning of April 2022 and completed by the end of May 2022. After securing all official permissions the researcher met the manager of the hospital to explain the aim of the study to gain the approval of data collection. Before beginning to collect data from the study subject the researcher introduced herself to them, explained the aim of the study, and informed them that their information will be treated confidential and will be used only for the purpose of the research: additionally, each participant was notified about the right to accept or refuse to participate in the study and obtaining a verbal consent to participate in this study. The researcher collects the data two times weakly presented 2 hours/days to collect data. Data was collected in the morning and subjects full filling the questionnaire. The time needed to answer questions for Job involvement tool (5 minutes) and Organizational citizenship behavior tool (10-15). The researcher checked the completeness of each filled sheet to ensure the observation of any missing data.

Statistical analysis

The collected data were organized, tabulated, and statistically analyzed using SPSS software (Statistical Package for the Social Sciences, version 26, SPSS Inc. Chicago, IL, USA). For quantitative data, mean and standard deviation were calculated. For qualitative data, which describe a categorical set of data by frequency, percentage or proportion of each category, comparison between two groups and more was done using Chi-square test ($\square 2$). The correlation between variables was evaluated using Pearson's correlation coefficient (r). Significance was adopted at $p<0.05$ for interpretation of results of tests of significance.

III. Result

Table (1): shows frequency distribution of the studied nursing personnel according to their personal characteristics (n=136). it illustrates that (58.8%) of the age of the studied nursing personnel were between $\geqslant 20 \leqslant 30$ years old with a mean age (32.15±8.79). Also, more than two- thirds (67.6%) of the studied nursing personnel were female with a female to male ratio = 2.1:1. In relation to, place of birth, more than two-thirds (69.1%) of the studied nursing personnel were from town. According to marital status more than half of them (51.5%) were married. Regarding to qualification slightly less than two third (61.8%) have technical institute, while only (2.2%) have PHD degree. According to job title slightly less than three quarter (71.3 %) of the study sample were staff nurses. While only (9.6%) of the study subjects worked in operating room and out- patient clinics.

Table (1): Frequency distribution of the studied nursing personnel according to their personal characteristics (n=136)

Items		No.	%
Age (year)	≥ 20 ≤30	80	58.8
	> 31 ≤40	28	20.6
	≥ 41 ≤50	14	10.3
	> 50	14	10.3
	Mean± SD	**32.15±8.79**	
Gender	Female	92	67.6
	Male	44	32.4
	Female to male ratio	**2.1:1**	
Place of birth	Country side	42	30.9
	Town	94	69.1
Current residence	Country side	37	27.2
	Town	99	72.8
Marital status	Single	58	42.6
	Married	70	51.5
	Divorced	2	1.5
	Widow	6	4.4
Qualification	PHD	3	2.2
	Master	3	2.2
	Post graduate diploma	5	3.7
	Bachelor's degree	26	19.1
	Technical institute	84	61.8

	Diploma of nursing	15	11.0
Job title	Nursing director	3	2.2
	Nursing supervisor	12	8.8
	Head nurse	24	17.6
	Staff nurse	97	71.3
Department	Operating room	13	9.6
	Intensive care unit	36	26.5
	Emergency	30	22.1
	Dialysis	20	14.7
	Inpatient	24	17.6
	Outpatient clinics	13	9.6

Table (2): display frequency distribution of the studied nursing personnel according to their years of experience. It shows that more than one half (52.9%) of the studied nursing personnel had an experience $1 \leqslant 5$ years of experience (In general nursing) with a mean year of experience of 7.88 ± 5.66. Regarding years of experience (In current position), more than two-thirds (64%) of the studied nursing personnel had $2 \leqslant 6$ years of experience with a mean year of experience of 7.47 ± 4.62.
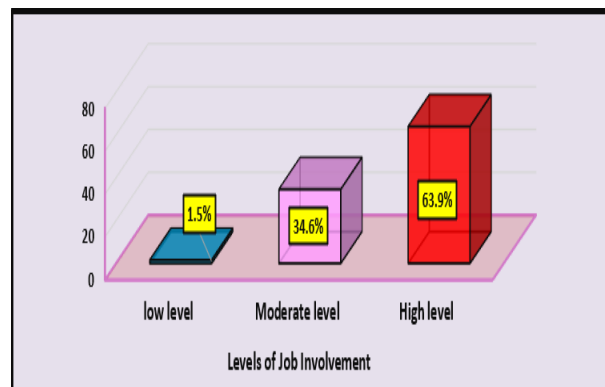
Table (2): Frequency distribution of the studied nursing personnel according to their years of experience (n=136)

Items		No.	%
Years of experience (In general nursing)	▪ $1 \leq 5$ years	72	52.9
	▪ $6 \leq 10$ years	26	19.1
	▪ > 10 years	38	27.9
	▪ **Mean± SD**	**7.88±5.66**	
Years of experience (In current position)	▪ $2 \leq 6$ years	87	64
	▪ $7 \leq 13$ years	18	13.2
	▪ > 13years	31	22.8
	▪ **Mean± SD**	**7.47±4.62**	

Figure (1): represents the total level of job involvement among the studied nursing personnel. It demonstrates that more than two-thirds (63.9%) of the studied nursing

personnel had a high level of job involvement, followed by moderate and low level with the percentage of 34.6% and 1.5% respectively. In addition to the presence of a difference between levels of job involvement highly statistically significant difference at P = 0.000.

Figure (1): Frequency distribution of total levels of job involvement among the studied nursing personnel (n= 136).

$$\chi^{2=79.7}, P= 0.000$$

Figure (2): shows frequency distribution of total levels of organizational citizenship behavior among the studied nursing personnel. It demonstrates that majority of the studied nursing personnel have a high level of organizational citizenship behavior (83.8%), followed by moderate level with the percentage of (16.2%). In addition to the presence of a difference between levels of all items of organizational citizenship behavior highly statistically significant difference at P = 0.000.

Figure (2): Frequency distribution of total levels of organizational citizenship behavior among the studied nursing personnel (n= 136).
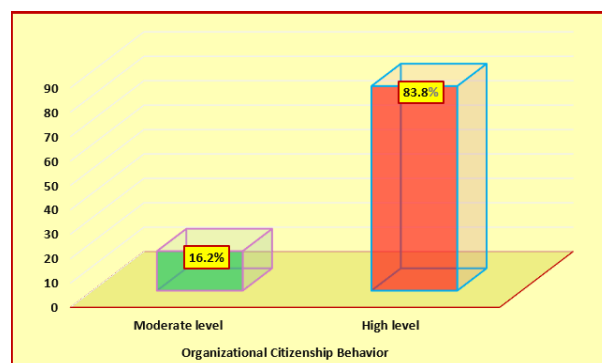
$$\chi^{2=62.2}, P= 0.000$$

Table: (3): illustrates correlational matrix between dimensions of organizational citizenship behavior and total job involvement among the studied nursing personnel. It clarifies that, there was a highly statistically positive correlation between total & all dimensions of organizational citizenship behavior (conscientiousness, civic virtue, courtesy, and altruism) and total job involvement among the studied nursing personnel at (p= 0.000).

Table (3): Correlational matrix between job involvement and organizational citizenship behavior among the studied nursing personnel (n= 136).
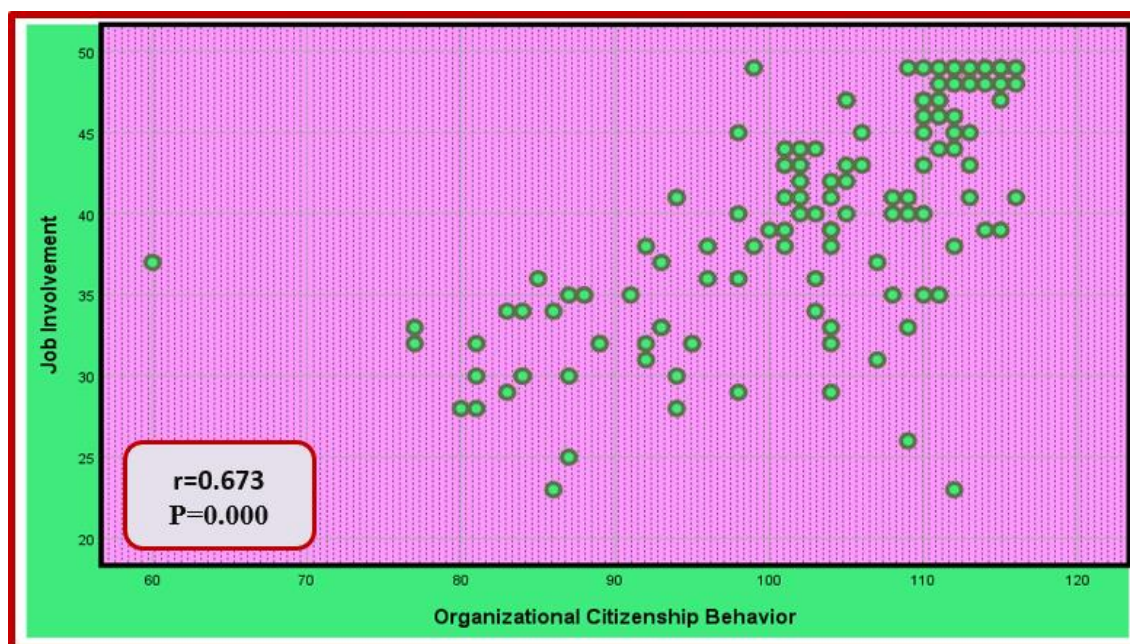
Total Organizational Citizenship Behavior	Total Job involvement	
	R	P
Conscientiousness	0.576	0.000**
Sportsmanship	0.045	0.603
Civic virtue	0.641	0.000**
Courtesy	0.542	0.000**

Altruism	0.571	0.000**
Total	**0.673**	**0.000****

Figure (4): clarified scatter dot between total score of job involvement and total score of

organizational citizenship behavior among the studied nursing personnel. It clarifies that, there was a highly statistically positive correlation between total score of job involvement and total score of organizational citizenship behavior at (p= 0.000).

Figure (4): Scatter dot between total score of job involvement and total score of organizational citizenship behavior among the studied nursing personnel (n= 136)

V. Discussion

Organizations could promote certain individual behaviors like job involvement and organizational citizenship behavior to deal with the complex socioeconomic environment that existed today (Zúñiga et al., 2022). This study aimed to explore the relationship between job involvement and organizational citizenship behavior among nursing personnel at Al-Fashn central hospital.

Job involvement was described as "the degree of a person's psychological association with his or her work or the degree of relevance between the work and overall self-image" (Kumar et al., 2022). Regarding the level of job involvement among nurses', the result of the current study clarified that more than two thirds of nursing personnel had high level of

job involvement. These findings agreed with (Dongqing et al., 2022), who Studied "Role modeling effects: how leader's job involvement affected follower creativity", this study was carried out in china, and reported that, more than two thirds have high level of job involvement. The current study was found disagreed with (Abd-Elmohsen et al., 2022), who studied "the Relationship between Quality of work life and job involvement among staff nurses", this study was carried out in Egypt and showed that, the majority of nursing personnel have moderate level of job involvement.

From the researcher's point of view, this may be due to the organization organized training courses for nurses to explain the importance of teamwork and communication skills, and the heads of departments distribute the tasks

fairly. Sharing information among nurses. The importance of job involvement in any organization to improve performance of the nurses and encourage nurses to actively participate in finishing their duties or responsibilities, make decision, sharing information between the staff member, increase job satisfaction, improve quality of patient care and increase productivity in the organization.

Organizational citizenship behavior refers to was not something that should be done from one in the organization because it was an extra activity of nurses for their organization (Sa'adah & Rijanti, 2022). Regarding the total organizational citizenship behaviors level among nursing personnel, the result of the current study clarified that the majority of the nursing personnel had high level regarding organizational citizenship behaviors.

This study findings were in agreement with (Mustafa et al., 2021), and found that, more than two thirds have high level of organizational citizenship behaviors. Additionally, the study finding agreed with (Mohamed, 2019), who studied "Influence of organizational justice on organizational citizenship behavior among nurses", and reported that, more than half nurses have high level of organizational citizenship behavior. Also, this result at same line with (Aloustani et al., 2020), who studied "Association between ethical leadership, ethical climate and organizational citizenship behavior from nurses' perspective: a descriptive correlational study", this study was carried out in Iran, and found that, the majority of nurses had high level of organizational citizenship behavior.

Conversely, this result disagreed with (Abo Amer, 2020), who studied "Relation between nurses' perception of ethical work climate and organizational citizenship behavior", this study was carried out in Egypt, and (Jafari et al., 2020), who studied "Relationship between organizational citizenship behavior and social

capital: survey from hospital setting, this study was carried out in Iran", and found that, the majority of nurses had moderate level of organizational citizenship behavior. From the researcher's point of view, the heads of departments made a monthly evaluation of the workers to know who is the most exemplary nurses and honor them. The organization also focuses on the moral aspect more than the financial aspect, which led to an increase in organizational citizenship. the high level of organizational citizenship behavior contributed to the effective functioning, organizational effectiveness role to improve the capacity of other nurses and they worked effectively in organization. These efforts made change process in hospital by establishing the healthy culture. On the other hand, the negative outcomes among nurses were associated with decreasing job performance, organizational effectiveness and low productivity.

Regarding to correlation between dimensions of organizational citizenship behavior and total job involvement among the studied nursing personnel. The current study clarifies that, there was a highly statistically positive correlation between total job involvement & all dimensions of organizational citizenship behavior (conscientiousness, civic virtue, courtesy, and altruism) and total job involvement among the studied nursing personnel. This study finding was agreed with (Mustafa et al., 2021), who reported that, highly statistically significant positive correlation between total job involvement and all dimensions of organizational citizenship behavior (sportsmanship, civic virtue, conscientiousness and altruism. Also, another study was done by (Sheeraz et al., 2020), who reported that, positive correlation between organizational justice dimensions and organizational citizenship behavior dimensions (Altruism, Courtesy, Sportsmanship, Civic Virtue and Conscientiousness).

Regarding the relationship between job involvement and organizational citizenship behavior among nursing personnel. It clarifies that, there was a highly statistically significant positive correlation between total score of job involvement and total score of organizational citizenship behavior. The present study findings in the same line with (Farid et al., 2019), who studied "Employees' perceptions of CSR, work engagement, and organizational citizenship behavior: The mediating effects of organizational justice", this study was carried out in Pakistan, and found that, positive relationship between employees' perceptions of Corporate social responsibility, organizational citizenship behavior and work engagement.

This study finding in agreement with (Ghaith et al., 2020), who studied "Examining competitive advantage between knowledge sharing, work engagement and organizational citizenship behavior in Jordanian universities", and found that, highly significantly positive relationship between knowledge sharing, work engagement towards organizational citizenship behavior. From the researcher's point of view, this may be due to the organization encourages nurses to participate by conducting training courses and conducting workshops to encourage teamwork. It always conducts evaluation of nurses to know the behavior of nurses and honors the nurses who is most helpful to others. It always encouraged the sharing of information between departments by holding a monthly meeting between the heads of the departments to discuss problems and propose solutions to the problems. It also gives a material reward to the hardworking workers, which leads to improving the work in the organization. Also, the existence relationship between job involvement and organizational citizenship behavior in the Al-Fashn central hospital, which led to improving the quality of work in the hospital, improving the performance of its nurses, completing tasks quickly, encouraging workers to be creative at work, helping their colleagues, and improving the hospital income.

VI. Conclusion

Based on the findings of the current study, it can be concluded that: there was a highly statistically positive significant correlation between job involvement and organizational citizenship behavior.

VII. Recommendations

1- Assess nurses needs and objectives in order to try to achieve them and reduce the job pressure and stress nurses have at work.

2- Motivate nurses from all sides, concerning their salaries and their personal human needs and they need to be encouraged when they perform well and reprimanded when they perform badly, so that they feel that their performance is assessed well.

3- Empower them by giving them more authority at work since empowering nurses makes them more interested and involved in the job. This makes the nurses feel like they are a part of the organization's entity and makes them feel even more involved.

4- Give nurses the opportunity to give decisions and discussing their decisions so that they feel that their opinions are important. Provide nurses a good work climate since it deeply affects their performance. The good work climate motivates nurses to perform well.

5- Give nurses more training courses that are work-related since these courses develop nurses' skills and make them master doing tasks effectively and efficiently.

6- Managers should create a positive and desirable climate for staff to increase their responsibility and commitment to remain with the organization to reach organizational goals.

7-   Reward system should be introduced to the head nurses who demonstrate organizational citizenship behaviors.

8-   Organization should apply continuous awareness workshop for nurse mangers regarding job involvement and organizational citizenship behaviors in different work settings among different managerial positions and prepare them to meet future job challenges with greater control.

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