Perceived Organisational Support and Proactive Nursing Behaviours among Nurses of General Hospitals in Benue State

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Abstract

This study examined perceived organizational support and proactive nursing behaviours among nurses of General Hospital in Benue State, Nigeria. A survey was conducted on nurses across general hospitals in Benue State. A total of three hundred (371) participants participated, out of which 87(23.5%) were male while 279(75.2%) were female. Their mean age was 42.88 (SD=9.98) years. The proactive nursing services scale (PNSS) self-developed and perceived organizational support (POS) Eisenberger et al., (1986) were used for data collection. The study used a cross sectional research survey design and the statistics used in analyzing the result was Multiple Linear Regression analysis. One hypothesis was postulated and tested: Hypothesis 1, which states that, perceived organizational support will significantly predicts proactive behaviours among Nurses of general hospitals in Benue State, was confirmed. The findings revealed that, supervisor support is the primary factor of perceived organizational support that impacts all areas of proactive nursing behaviours in the General Hospitals setting. It was therefore recommended that, Healthcare organizations should prioritize fostering a supportive work environment, recognizing that nurses' perceptions of organizational support directly impact their proactive behaviour, ultimately influencing patient care quality, safety and outcomes. By doing so, organizations can empower nurses to take initiate, innovative and drive improvements, leading to a more agile, responsive and patient- centered healthcare system.

Key words: organizational support, proactive nursing behaviour and General hospitals.

Introduction

Numerous avoidable fatalities, inappropriate patient discharges, missed diagnoses, misplaced patient information, and a lackadaisical attitude toward patients all directly result from a lack of proactive nursing behaviours. Deficiency in proactive nursing care within hospital settings has led to negative and detrimental behaviours such as shouting, inaction, misdiagnosis, inappropriate monitoring of patient medication, prolonged waiting times without being attended to, and active errors, all of which have harmful consequences.

According to Iqbal (2019), proactive nursing service refers to engaging in active, self-initiated, and future-oriented efforts with the goal of anticipating and enhancing conditions prior to the emergence of difficulties. Proactive nursing conduct refers to a collection of routine activities that are behaviourally bent towards anticipating and addressing the needs of surgeons and patients. These jobs encompass activities such as offering proactive support, overseeing patient condition in the operation room, dispensing medications, providing explicit directions to patient carers, and

minimising waiting periods in emergency departments. Nurses that adopt a proactive role rely on clues from the situation or participants instead of imposing their own answers (Singh et al., 2020).

Proactive nursing behaviour encompasses the act of providing recommendations to colleagues with the aim of minimising errors (Li, 2020). By exhibiting proactive conduct, nurses have the ability to enhance staff performance and offer effective resolutions to work-related issues. This attitude arises from a motivating process that encourages nurses or teams to enhance job effectiveness (Masood & Afsar, 2017). Proactive nursing care is characterised by self-initiation and necessitates a strong sense of self-determination to consistently uphold this behaviour (Robins et al., 2020).

In light of this context, this study aims to investigate the influence of perceived organisational support (POS) on proactive nursing behaviour. Perceived organizational support refers to employees' perceptions that their work, efforts, and contributions are valued by the organization. For nurses, this support fosters a positive attitude, promotes ethical decision-making, increases commitment, and ultimately decreases job stress. When employees feel valued and supported, it creates a positive reciprocity dynamic between the employee and employer, leading to better appraisal of employee needs and reducing stress and dissatisfaction (Ahlin, Ericson-Lidman, & Strandberg, 2015).

Perceived organizational support, particularly regarding ethical practices, is a vital element influencing nurses' actions. It reduces negative phenomena in the workplace, such as work-related fatigue, excitement, and depression, while promoting proactive services (Barkhordari-Sharifabad, Ashktorab, & Atashzadeh-Shoorideh, 2017). This support is crucial for creating proactive nursing behaviours, positively impacting patient treatment, staff retention, and reducing occupational tension. Organizational support, characterized by the recognition and appreciation of nurses' contributions, nourishes their emotional and social needs, driving them toward proactive nursing behaviours (Labrague et al., 2018). Nurses respond reciprocally to the support provided by healthcare organizations. Effective organizational support fosters teamwork, communication, and collaboration among healthcare members, promoting proactive nursing behaviours (Hegge, 2023).

Despite the acknowledged importance of organizational support and proactive nursing behaviours, there is limited understanding of the specific factors predicting proactive nursing behaviours. Existing literature indicates the prevalence of these traits among nurses but lacks specifics on their interplay. Furthermore, limited research has explored how to mitigate the negative impacts of these factors. The current study aims to develop a framework for understanding the specificity of organizational support and proactive nursing behaviour as they relate to nurses in secondary healthcare institutions in Benue State. From the foregoing arguments, this study attempts to examine the perceived organizational support on proactive work behaviour in General Hospitals in Benue State.

Perceived Organizational Support and Proactive Work Behaviour

Zhang, Akkadechanunt, and Abhicharttibutra (2021) explored perceived organizational support and proactive work behaviour, also examining the relationship between the two innurses. The sample for their study included 271 temporary nurses who work in two tertiary hospitals in Xishuangbannacity, Yunnan Province, China. They used the Survey of Nurse Perceived Organizational Support (SNPOS) developed by Wang *et al.* (2014) and the Proactive Work Behaviour Scale (PWBS) developed by Parker and Collins (2010) and translated into Chinese by Mu (2017). The Cronbach's alpha coefficient ofSNPOS and PWBS were 0.96 and 0.88, respectively for data collection. Descriptive statistics and Spearman's rank- order correlation were used to analyze data. Zhang, Akkadechanunt, and Abhicharttibutra found that, overall perceived organizational support of temporary nurses was high. The level of overall proactive work behaviour as perceived by temporary nurses was at a moderate level. Sub-dimensions of proactive work behaviour, which include problem prevention, individual innovation, voice, and taking charge as perceived by temporary nurses, were at moderate levels. There was a significant positive correlation between perceived organizational supports overall, as well as for each sub- dimension of proactive work behaviour including problem prevention, individual innovation, voice, and taking charge. Their results provided valuable information for hospitals and nurse administrators to be aware of the importance of offering organizational support for nurses in order to ameliorate proactive work behaviour.

Further review by El-Aliem and Hamouda (2020) who explored the relationship between organizational support and nurses' perceived citizenship and innovation through a descriptive correlational study design, making use of all In-patients in the medical, surgical and intensive care units and its specialties at Alexandria Main University Hospital. The facility is a teaching hospital equipped with 1724 beds. El-Aliem and Hamouda (2020) utilized the organizational support scale that was used to measure organizational support, while Organizational Citizenship Behaviours Rotated Component Matrix was used to measure citizenship behaviour of nurses. As well, Individual Innovativeness Scale was utilized to measure nurses' innovation. They found that 44% ofstaff nurses had moderate level of organizational support. Meanwhile, 34% of them had low level, and 22% ofthem had high level of organizational support. Also, 46% of staff nurses had moderate level of organizational citizenship behaviour while, 31% of them had low level. In Addition, 23% of staff nurses had high level. In relation to innovation, 42.5% of staff nurses had moderate level innovation, 38.3% of nurses had low level innovation, and 19.2% of staff nurses had high level of innovation. The researchers however concluded on the result that, there was highly statistically significant positive correlation between organizational support, nurses' perceived organizational citizenship and innovation. Their study recommended that, Hospital management should concentrate a great deal on continuers evaluation of organizational support and citizenship behaviours through providing opportunities for promotion, rewarding the good

performance, encouraging competitive spirit among nursing staff, valuing the nurses contribution to its wellbeing, caring about staff satisfaction at work, and enhancing the nurses' innovation through encouraging trying new ideas and new ways to do things, giving opportunities to take leadership responsibilities among groups.

Jankelová, Joniaková and Skorková (2021) examined the relationship between perceived organizational support and work engagement of first-line health-care managers and the deeper mechanisms in the form of feedback seeking behaviour that may positively influence this relationship. Respondents were first-level medical managers from different types of clinical areas and from all (221) Slovak hospitals. The PLS-SEM method was used in analysing paths between variables to direct and indirect effects using Smart PLS 3.3 software.

They found a positive association of perceived organizational support and work engagement.

Hypothesis:
There will be a significant prediction of perceived organizational support (supervisors support, organizations support and colleagues support) on proactive nursing behaviours, (team collaboration, Clinical/Counselling, care/mentoring services) in General Hospitals in Benue State.

Method

Design
The researcher utilized a cross-sectional survey approach. The approach was favoured because the data collected as used for analyses at a particular point in time.

Participants and procedures
Participants for this study were three hundred and seventy-one (371) nurses in General Hospitals across Benue State. Analysis showed that (23.5%) of the respondents were male while the majority (75.2%) were female. However, (1.3%) of the respondents did not indicate their gender. With regards to age, out of the 371 respondents, majority (35.8%) were within the age range 41-50 years, 26.4% were in the 31-40 years' age bracket while 21.3% were aged between 51 and 60 years. Those in the age bracket 19-30 years make up 14.6% of the total. However, 1.6% of the respondents did not indicate their age.

In terms of respondents' marital status, the result in table 1 reveals that majority (71.4%) were married while 14.3% were single. In terms of ethnic group, the result shows that 60.9% of the total respondents numbering 371 are of Tiv ethnic group and form the majority. The Idoma ethnic group comprises 22.6% and Igede 9.7%. The remaining two ethnic groups viz, Igbo and Ibibio together make up about 2.7%. However, 4.0% of the respondents did not indicate their ethnic affiliation.

Sampling
Total population sampling technique, also known as Census method was used to sample participants for the study. This is due to the fact that, the size of population of Nurses across General Hospitals in Benue State is small, and not utilizing the entire population, was to raise eye brows at the generalizability of the findings.

Instruments and procedure

A set of questionnaire was used for data collection. The questionnaire was divided into sections. Section "A" contains demographic information of the participants, Section "B" measured proactive nursing behaviours. Section "C" measured organizational support.

I.   The Proactive Nursing Behaviours Scale (PNSS), a self developed scale was used to measure proactive nursing behaviour. The scale has 26-item measured on Likert-type scale. The scale is divided into three domains: Team Collaboration, Clinical Counseling, and Care/Mentoring, with overall reliability Cronbach's alpha of .93.

ii. ThePerceived Organizational Support Scale (POS), developed by Eisenberger et al. (1986), is a 36-item, 7-point Likert scale measuring perceived organizational support with dimensions including supervisor, organizational, and colleague support.

Procedure

Data for this study were collected through direct contact with participants. Permission was sought from the hospital management board for the purpose of data collection. The questionnaire was administered to the nurses in general hospitals in Benue State. The participants were assured of confidentiality of their responses.

Data Analysis

Data collected for this study was analysed using Statistical Package for Social Sciences (SPSS) version 26. During the pilot study, confirmatory factor analysis was performed on the two scales to ascertain the presence of subscale and to determine the strength of items on the scales. In the main study, frequencies were used to summerize and describe the demographic characteristics of the participants. Multiple, regression analysis was used perceived Organisational supports on proactive nursing behaviours in General Hospitals in Benue State.

Results

Table 1: Multiple Linear Regression Analysis showing the prediction of perceived Organisational supports on proactive nursing behaviours in General Hospitals in Benue State

DV	IVs	R	R^2df		F	β	t	P
	Constant	238	.057	3,365	7.290		18.820	.000
	Supervisor support					.192	3.204	.001
PNS	Organization support					.059	.930	.353
	Colleagues support					.024	.430	.668
	(Constant)	.218	.047	2 3,365	6.059		16.306	.000
TC	Supervisor support					.171	2.841	.005
	Organization support					.054	.850	.396
	Colleagues support					.032	.561	.575

DV	IVs	R	R^2	df	F	β	t	P
	(Constant)	.210	.044	3,365	5.587		19.066	.000
	Supervisor support					.190	3.157	.002
CCS	Organization Sup					.049	.772	.439
	Colleague support					-.036	-.637	.525
	(Constant)	.205	.042	3,365	5.311		12.657	.000
	Supervisor support					.140	2.325	.021
CMS	Organization support					.045	.707	.480
	Colleagues support					.070	1.230	.219

Table 1 shows the results of the influence of perceived organizational support on proactive nursing behaviours in General Hospitals in Benue State comprising four models according to the number of dimensions of the outcome/ dependent variable. In model 1, the result indicates that all the three dimensions of perceived organizational support i.e supervisors', organization's and colleagues' supports were significant joint predictors of overall Proactive Nursing behaviours (F(1,369)=7.29,p<.01) POS explained only 5.7% of the variance in overall Proactive Nursing behaviours in the hospitals investigated. On individual contributions of the POS dimensions, only supervisors' support was a significant predictor of the overall dimension of Proactive Nursing behaviours (β=.19, p<.01).

The results indicate that perceived organizational support significantly influences proactive nursing behaviours among nurses in General Hospitals in Benue State. Specifically, support from supervisors, the organization, and colleagues collectively predict proactive nursing behaviours (F(1,369) = 7.29, p < .01), though they account for only 6% of the variance in these behaviours. Among these, supervisors' support stands out as the sole significant predictor of overall proactive nursing behaviours (β = .19, p < .01). This suggests that nurses who feel supported by their supervisors are more likely to engage in proactive behaviours. The psychological implication is that enhancing supervisor support could be a key strategy in promoting proactive behaviours, which may improve patient care and overall job satisfaction among nurses.

In model 2 when all three dimension of POS were entered into the multiple regression analysis in the prediction of the team collaboration dimension of Proactive Nursing behaviours, the result revealed that the POS dimension jointly predicted team-collaboration as indicated by the value of R^2. i.e 5% of the variance in team collaboration. Independently only supervisor support was a significant predictor of team-collaboration dimension of Proactive Nursing behaviours (β=.17,p<.01). Organization support (β=.05, p>.05) and colleagues support (β=.03,p>.05) were not significant individual predictors of team –collaboration dimension of Proactive Nursing behaviours in the General Hospitals in Benue State.

In model 3 result of Tables 3, when the three POS dimensions were entered into the

regression analysis in predicting the clinical/counselling dimension of Proactive Nursing behaviours, the result revealed a significant joint influence of all three dimension of POS on the dependent variable (clinical/counselling service (F(3,365)=5.59,p<.01). The predictor (POS) explained just about 4% of the variance in clinical/counselling services dimension of the Proactive Nursing behaviours as indicated by the R^2 value of 0.4. On independent contributions of the predictor variable, only supervisor support (β=.19, p<.01) was an important contributor. Organizations support (β=.05,p>.05) and colleague support (β= -.04,p>.05) were not important independent contributors to the prediction of clinical/counselling services.

The result of model 4 in Table 1 shows the influence of all three dimensions of POS on care/mentoring dimension of Proactive Nursing behaviours in the General Hospitals investigated. The result indicates that the three POS dimensions were joint significant predictors of the outcome variable (f(3,365) = 5.31, p<.01). The predictor accounted for about 4% of the variance in care/mentoring, the outcome variable as indicated by the R^2 value of 0.04. Independently only supervisors support was a significantly (important) predictor of care/mentoring dimension of Proactive Nursing behaviours, the dependent variable (β = .14, p<.05). Organizations' support (β=.05,p>.05) and colleagues' support (β=.07,p>.05) were not significant independent predictors of care/mentoring dimensions of Proactive Nursing behaviours in General Hospitals in Benue State. Considered together the results in Table 3 indicate that hypothesis one was partially confirmed for supervisors' support but not for organizations and colleagues' supports as exerting a significant influence on all the three dimensions of Proactive Nursing behaviours in General Hospital in Benue State.

Discussion

The results of this study align with the findings of Coresens et al (2019), who discovered a positive correlation between perceived organisational support and proactive behaviour towards the organisation among federal public sector personnel in Belgium. This finding aligns with the social exchange theory of organisational support, which suggests that employees are likely to reciprocate an organization's support by providing proactive services (Lester et al., 2002). It also supports Rhoades and Eisenberger's (2002) assertion that perceived support from organisations leads to positive behavioural responses from employees, such as engaging in proactive services.

However, it was discovered that both the support from the organisation and the support from colleagues did not have a significant impact on the proactive behaviours exhibited by the nurses in relation to their perceived organisational support. This conclusion can be attributed to the perception that employees have of managers and supervisors as representatives of the organisation, which influences their perception of organisational support or lack thereof, and subsequently affects their actions. Thus, the organisation itself is a conceptual idea that lacks substance without its agents (Eisenberger et al., 2002).

Therefore, the support of the organisation was only considered in relation to supervisors and not, in this particular

example, the acts of the General Hospitals. Alternatively, it could imply that the nurses did not see the anticipated assistance from the General Hospitals, which was beyond their required duties.

Colleagues' support could be seen as stemming from personal relationships among colleagues, which created a sense of obligation to provide mutual support while carrying out their job responsibilities. Nurses may not have regarded this as a component of organisational support, and hence it was not taken into account when assessing its impact on proactive behaviour and services.

Conclusion

The study concluded that concluded that Supervisor support is the primary factor of perceived organisational support that impacts all areas of proactive nursing behaviours in the General Hospitals in Benue State, Nigeria.

Recommendations

Based on the findings of this study, the following recommendations are made:

i.   Healthcare organizations should prioritize fostering a supportive work environment, recognizing that nurses' perceptions of organizational support directly impact their proactive behaviour, ultimately influencing patient care quality, safety and outcomes. By doing so, organizations can empower nurses to take initiate, innovative and drive improvements, leading to a more agile, responsive and patient- centered healthcare system.

Limitation

Given the limited number of nurses in the General Hospitals in Benue State, a census approach was employed, where all available nurses were invited to participate in the study. This approach may limit the study's external validity.

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