Perceived Organizational Support, Psychological Empowerment and Intention to Stay among Staff Nurses at a Selected Hospital

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Abstract: Background: Since employees are a critical component of any organization, effort must put to increase perception of organization support, to make them more engaged and satisfied, which signals healthier organization and increases employee intentions to stay, which is essential in determining organization effectiveness. *Aim:* The present study was conducted to investigate the relationship between perceived organizational support, psychological empowerment and intention to stay among staff nurses at a selected hospital. *Research Questions:* 1.What is the relationship between perceived organizational support and psychological empowerment? 2.What is the relationship between psychological empowerment and staff nurses intention to stay? and 3.What is the relationship between perceived organizational support and staff nurses intention to stay?. *Research Design:* A descriptive correlation design was utilized to achieve the objective of the present study. *Sample:* All nurses who agreed to participate in the study at the time of data collection were included. They divided as follows (118) female and (57) male. *Tools:* I-Perceived Organizational Support Questionnaire, developed by Eisenberger, Huntington, Hutchison and Sowa (1986), II- Psychological Empowerment Questionnaire. It was developed by (Spreitzer, 1995) and III-Intention to Stay Questionnaire, it was developed by the investigator guided by literature. *Results & Conclusion:* The present study concluded that there is a statistical significant relationship between perceived organizational support and psychological empowerment, there is a statistical significant relationship between psychological empowerment and intention to stay, and there is a statistical significant relationship between perceived organizational support and intention to stay among staff nurses. *Recommendations:* the study recommended that Nurse Managers and hospital administrators need to consider ways to enhance both nurses' organizational support and career success when planning a retention program for clinical nurses. Also, training programs and working opportunities might also be given to lead nurses to feel supported and facilitate their career success.

Keywords: Perceived Organizational Support, Psychological Empowerment and Intention to Stay

INTRODUCTION

Despite advances in science and technology, human resources are of the major capital for organizations (Tourani & etal, 2016). In today's competitive environment, keeping employees enables the organization to be successful. Employees are viewed as one of the most important assets for most organizations, in particular service-based organizations, because of the benefits of delivering successful performances. Keeping key talented employees in today's competitive work environment, is a major challenge for any organization in order to compete in the real market (Kemelgor & Meek, 2008 and Kumar, 2014). The management of high-potential employees has proven to be a major concern, as organizations are increasingly faced with the risk of losing their highly qualified personnel. Attracting and retaining those employees has become a major challenge for managers who are operating now in an increasingly competitive and globalized market (Abraham, Renaud, and Saulquin, 2016). Nurses, by delivering holistic patient care around the clock, are the keystones at each step in the health care delivery system and they are the most critical element of organizational success, and their contribution is essential to meet the health related Millennium Development Goals (Calzone& etal, 2010, Amieva & Ferguson, 2012 and Nathenson, 2012).

Kanaga and Browning (2007) mentioned that organizational support is one of the most important organizational concepts

that keep employees in the organization, since organizational support is known as a key factor in increasing job satisfaction and the organizational commitment of employees. Furthermore, Dinc (2015) added that, employees start having universal opinions about how much their effort are valued, and how much the organization cares about their welfare in order to see their organization's readiness to honor employees' contributions and to answer their emotional and social needs. Perceived organizational support is treated as a guarantee that will help employees fulfill their tasks, do their job efficiently, and handle stress. It is also a sign of the relationship between an organization and employees because it tests employees' beliefs about how much their organization rewards employees' efforts and well-being.

Chen (2010) states that perceived organizational support gets high consideration since 1980s. Perceived Organizational support defined by Krishnan and Mary (2012) as sensitivity and opinion of employees regarding the degree to which their involvement is appreciated and recognized by their institution and cares about their well-being .According to Wann- Yih and Hatik (2011) perceived organizational support is an employee's point of view regarding the extent to which organization is concerned for their welfare and consider its efforts for organization. According to Colakoglu & et al, (2010) organizational

support is of great importance for employees and considered by employees as key factor which also enhances the job satisfaction and the organizational commitment of employees.

POS refers to the global beliefs of an organization's employees concerning the extent to which the organization values their contributions and cares for their well-being. It refers to employees' beliefs about the degree to which the organization values their contributions and is concerned for their interests (Allen & et al, 2008). POS results in a desire to remain with the organization, it generally instills a sense of responsibility in employees, and they contribute toward the success of the organization by helping the organization achieve its goals (Chew & Wong, 2008 and Dhar, 2012). Employees feel more committed to the organization if the organization supports them and shows that it cares for them (Sharma and Dhar, 2015). They develop POS in reaction to social and emotional needs and the organization's willingness to reward increased efforts made on its behalf (Baran, Miller and Shanockm 2012). When there is good organization support, staff does not leave the organization and they stay in the organization for long (Atay, Colakoglu and Culha, 2010).

Psychological empowerment is a set of motivational thoughts or ideas shaped by a work environment and reflecting an individual's active orientation to his or her work role. It has four components: meaning, competence, self determination and impact. (Iqpal and Hashmi. 2015) According to Zhang & Bartol (2010) and Ambad (2012) meaning refers to the importance of a job a sense of personal connection to work. Competence refers the extent to which an individual is talented to execute an undertaking successfully with all his possessed skills and abilities; Impact refers the extent to which an individual can influence the work ending; Self-determination refers that how much an individual has power, independence and self-sufficiency over his day to day job tasks.

Studies have argued that when employees were given the freedom to make decisions regarding their work, pace and efforts, their loyalty toward the organization increased (Kukenberger & et al, 2012, Raub and Robert, 2013).Employees who feel psychologically empowered show greater levels of job-satisfaction and are believed to be more committed toward the organization, thus performing better. PE is something closely related to an individual's perception toward the organization and work environment. Empowered employees feel more competent and are more productive in their job. Also, empowered employees perform better than less empowered employees (Jaiswal and Dhar. 2015).

Retaining employees in the organization for as long as possible is one of the recruitment objectives. This is because turnover has a negative impact on organization especially on productivity, service and profitability. In fact, the cost of replacing and hiring new employees is high and finding skilled employees can also be difficult (Kwenin, Muathe & Nzulwa, 2013). Since employee is the most important asset to organization, finding the best strategy to retain them is very important. Therefore, organizations should know how

to motivate their employees as today's business is different from before with each generation has unique expectations, experiences, generational history, lifestyles, values, and demographics (William & Page, 2010).

Employee retention is defined by Akila (2012) as a course of action in which the employees are expectant to be part of institution for the maximum period of time or until the accomplishment of job. Retention of employees is valuable equally for employees as well as for organization. When employees feel dissatisfied they will switch over to the better opportunity. Therefore task of employer is to retain valuable and talented employees otherwise they will be left with no good employee. Nazia and Begum (2013), defines employee retention as a business effort to retain its current staff by sustaining a supportive working environment. When employees quit from their job, this negatively affects the production and the prosperity of the organization (Samuel and Chipunza, 2009).

Intention to stay is defined as employees' intention to stay with the present employer on long term basis and their willingness to stay in the organization and their desire to work for the organization in their rest of lives. It is a psychological precursor to the actual behavior act. This means that an individual's intention to perform or not to perform a behavioral act precedes and influences the actual execution of the act. Thus if an individual indicates an intention to quit, the organization stands a risk of losing him or her. Conversely if an individual expresses an Intention to Stay, the organizational investment of resources in retention and engagement of such an individual is justified (Ferreira, Proença, & Proença, 2012, Ye, 2012 and Dabke & Patole, 2015). Organizations that aim to develop effective retention strategies must understand the influence factors of intent to stay. Intent to stay can be seen as the employees' anticipation of staying in the present job for the foreseeable future. It is linked to job satisfaction, work empowerment structures, job performance and job stress. These factors can affect organizations' retention rate (Larrabee, Wu, & Persily, 2010 and Martin, & Ryan, 2010).

With the increase of both the population and elder people, the shortage of nurses has become a well-known issue all over the world. Many countries, including Egypt, claim that nurses are needed at present and in the near future. Under the condition of shortage of nurses, quality of care is naturally affected. The nurses' intent to stay is dominant to guarantee the nursing quality. Many researchers are searching for strategies to increase nurses' intent to stay, such as creating supportive work conditions, developing resilience, setting up partners in nursing (Cottingham, DiBartolo, Battistoni, & Brown, 2011, Hildebrandt, 2012 and Moran, 2012). Structuring a culture of intent to stay and positive clinical nurse practical settings are two primary challenges facing nurse managers today. Craving for autonomy, empowerment and decision-making opportunities in the settings in which they work are identified to enhance nurse's intent to stay (Wieck, Dols, and Landrum, 2010 and Kramer, Halfer, Maguire, & Schmalenberg, 2012).

Significance:

It is observed that Key talented employees are considered the most vital and valuable resource of any health

organization; they play a critical role in an organization's success and effectiveness (Kahreh, Ahmadi, & Hashemi, 2011). This effectiveness of organization is very much depending on the employee's quality service and their commitment to the work. However, the commitment of employees is depend on the extent to which the organization respect their contribution and take care of their wellbeing (Kumar, 2014). So, it is inevitable for the organization to study, whether employees plan to leave the organization and to know the reason for such plan. Shumalia & etal (2006) and Al-Homayan & et al (2013) reported that managerial support having direct impact on the turnover intentions. If employees are valued and rewarded in the organization they will be more relaxed and satisfied and will consider themselves emotionally committed towards their organization. Receiving support from the organization directs the staff nurses to be more effective and more adhered to the duty and be a part of their organizations. Furthermore, Charalabidis & Koussouris (2012) admitted that much attention must be given to the role that empowerment plays in improving job satisfaction and performance. To keep staff nurses at their work requires managers to provide support and empower nurses. After detailed literature, from the researcher point of view, there is no research studies conducted in Egypt to investigate the relationship between perceived organizational support, psychological empowerment and intention to stay. So this study was conducted to investigate the relationship between perceived organizational support, psychological empowerment and intention to stay among staff nurses at a selected hospital.

SUBJECTS & METHODS

Aim:

The present study was conducted to investigate the relationship between perceived organizational support, psychological empowerment and intention to stay among staff nurses at a selected hospital.

Research questions:

To fulfill this aim the following research questions were formulated:
1. What is the relationship between perceived organizational support and psychological empowerment?
2. What is the relationship between psychological empowerment and staff nurses intention to stay?
3. What is the relationship between perceived organizational support and staff nurses intention to stay?

Research Design:

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

Sample:

All nurses who agreed to participate in the study at the time of data collection were included. They divided as follows (118) female and (57) male, Most of staff nurses were a secondary school nursing, working in different units. The criteria for inclusion in the sample included: being a staff nurse who provide direct patient care and accepted to participate in the study. Their total number was (n=175) nurses.

Setting:

This study was conducted at a university hospital. Units within this hospital include: critical care units, medical units, surgical units, obstetric units, kidney dialysis units and general wards.

Tools for data collection:

To achieve the aim of the present study, data were collected at the end of 2016 and the beginning of 2017 with duration of four months (October 2016 to January 2017). Data were collected through utilizing the following tools:

I.   The first tool was consists of two parts: A- Socio-demographic data sheet: it included nurses' demographic data such as age, gender, marital status, educational level, years of experience in nursing profession and years of experience in the current position. B- Perceived Organizational Support Questionnaire, developed by Eisenberger, Huntington, Hutchison and Sowa (1986) the questionnaire contains (36) items phrased positively and negatively and require reverse scoring. The scoring system was a Five-point Likert scale with "1" being "strongly disagree" and "5" being "strongly agree".

II.   The second tool was the Psychological Empowerment Questionnaire. It was developed by (Spreitzer, 1995). It was used to assess nurse's level of psychological empowerment. The instrument has 12 items (3 items for each of the four dimensions). Scoring System: respondents answer items on a five-point scale ranging from one to five. The responses of strongly disagree, disagree, indifferent, agree and strongly agree were scored respectively as 1, 2, 3, 4, and 5.

III. The third tool was the Intention to Stay Questionnaire. The questionnaire was developed by the investigator guided by literature, and it was used to measure staff nurses intention to stay at their organizations. The instrument has 15 items. Scoring System: respondents answer items on a three-point scale ranging from one to three. The responses of never, neutral and always were scored respectively as 1, 2, and 3.

Tools validity and reliability:

Validity:

Study tools content validity was established by a panel of five experts in nursing administration, three professors and two assistant professors from the Faculty of Nursing Cairo University. Each expert on the panel was asked to examine the instruments for content coverage, clarity, wording, length, format and overall appearance.

Reliability:

Reliability test was estimated through using Cronbach's Alpha Coefficient for the three questionnaires; it indicated that the three questionnaires were highly reliable. Test results for the questionnaires of perceived organizational support, psychological empowerment and intention to stay were (0.96, 0.88 and 0.92) respectively.

Pilot study:

The pilot study was carried out on (10%) of the current sample to ensure the clarity and applicability of the items, and to estimate the time needed to complete the questionnaire. The result showed that the time spent in filling the questionnaire was ranged between 20-30 minutes. Based on the pilot study analysis no modifications were done in the questionnaire. The number of pilot was included in the total number of study sample.

Ethical consideration:

Prior to the initial interview, verbal explanation of the nature and the aim of the study had been explained to the staff nurses included in the study, clarification of the nature and purpose of the study was done in the interview with each subject. They were given an opportunity to refuse or to participate, and they were assured that the information would be utilized confidentially and used for the research purpose only.

Procedure:

An official permission was obtained from the administrator of the hospital after explaining the nature of the work. The researcher fully explained the aim, nature, and significance of the study for every eligible staff nurses to obtain their acceptance to participate in the study and to the administrator to get better cooperation during the implementation phase of the research; also an individual oral consent was obtained from each participant in the study after explaining the purpose of the study. During data collection the investigator handed the questionnaire sheets individually to the study participants in their units, and then the investigator explained the questionnaire sheet to them and asked them to fill it. The time spent to fill the questionnaire ranged between 20 to 30 minutes. The researcher waited until the participants complete the sheet and was ready to answer any question. After completion of filling the questionnaire sheet the researcher collected them. Data was collected the end of 2016 and the beginning of 2017 with duration of four months (October 2016 to January 2017).

Statistical design:

Data entry and statistical analysis were performed using computer software [the statistical package for social studies (SPSS), version 20]. Suitable descriptive statistics were used such as frequencies, and percentages for qualitative variables, means, and standards deviations for quantitative variables. Correlation coefficient (r) test was used to estimate the closeness association between variables. For all the tests used, statistical significance was considered at p–value <0.05.

RESULTS

Table 1: Frequency Distribution of Study Sample Demographic Data

(n= 175)

Demographic Characteristics	Frequency	%
1. Age:		
a. Less than 25 years	48	27.4
b. From 25 years to less than 35 years	64	36.6
c. From 35 years to less than 45 years	44	25.1
d. 45 years to less than 55 years	13	7.4
e. 55 years and more	6	3.4
Total	175	100

2. Gender:		
a. Male	57	32.6
b. Female	118	67.4
Total	175	100
3. Social Status:		
a. Married	120	68.6
b. Single	55	31.4
Total	175	100
3. Educational Level:		
a. Secondary school	108	61.7
b. Baccalaureate degree	67	38.3
Total	112	100
4. Years of experience in nursing profession:		
a. Less than 1 year	4	2.3
b. From 1year to less than 3 years	55	31.4
c. From 3years to less than 6 years	20	11.4
d. 6 years and more	96	54.9
Total	175	100
4. Years of experience in the current position:		
a. Less than 1 year	29	16.6
b. From 1year to less than 3 years	60	34.3
c. From 3years to less than 6 years	8	4.6
d. 6 years and more	78	44.6
Total	175	100

This table reveals that the majority of participants (67.4%) were female. The highest percentages of them (61.7%) had a secondary school degree in nursing and about half of the them (54.9%) had 6 years of experience and more in nursing profession.

Table 2: Correlation between Perceived Organizational Support and Psychological Empowerment Subscales (n= 175)

Psychological Empowerment Subscales	X	SD	Perceived Organizational Support	
			r	p
1. Meaning	8.485	1.197	.895	.000
2. Competence	8.434	1.279	.909	.000
3. Self Determination	8.434	1.332	.885	.000
4. Impact	8.485	1.188	.914	.000

This table shows that there is a statistical significant correlation between perceived organizational support and all the subscales of psychological empowerment with p value (0.000)

Table 3: Correlation between Psychological Empowerment Subscales and Staff Nurses Intention to Stay (n= 175)

Psychological Empowerment Subscales	X	SD	Intention to Stay	
			r	p
1. Meaning	8.485	1.197	.885	.000
2. Competence	8.434	1.279	.825	.000
3. Self Determination	8.434	1.332	.931	.000
4. Impact	8.485	1.188	.723	.000

This table shows that there is a statistical significant correlation between staff nurses intention to stay and all the subscales of psychological empowerment with p value (0.000)

Table 4: Correlation between Psychological Empowerment, Perceived Organizational Support and Intention to Stay among Staff Nurses (n= 175)

Variables	Perceived Organizational Support		Intention to Stay	
	r	p	r	p
Psychological Empowerment	.934	.000	.767	.000

This table indicated that there is a statistical significant correlation between perceived organizational support and psychological empowerment with p value (0.000). Also, there is a statistical significant correlation between psychological empowerment and staff nurses intention to stay with p value (0.000).

Table 5: Correlation between Perceived Organizational Support and Staff Nurses Intention to Stay (n= 175)

Variables	Intention to Stay	
	r	p
Perceived Organizational Support	.862	.000

This table reveals that there is a statistical significant correlation between perceived organizational support and staff nurses intention to stay with p value (0.000)

Table 6: Correlation between Staff Nurses Demographic Data and Perceived Organizational Support, Psychological Empowerment and Intention to Stay (n= 175)

Demographic Characteristics	Organizational Support		Psychological Empowerment		Intention to Stay	
	r	p	r	p	r	p
1. Age:	.054	.476	.036	.637	.064	.399
2. Years of experience in nursing profession:	.088	.248	.116	.126	.070	.358
3. Years of experience in the current position:	.093	.221	.138	.068	.100	.186

This table represents the correlation between staff nurses' demographic data and perceived organizational support, psychological empowerment and their intention to stay. It is clear that there is no statistical significant correlation between staff nurses demographic data and perceived organizational support, psychological empowerment and their intention to stay.

Table 7: Comparison of Mean Scores of Staff Nurses Demographic data and Perceived Organizational Support, Psychological Empowerment and Intention to Stay (n= 175)

Demographic Characteristics	Perceived Organizational Support		Psychological Empowerment		Intention to Stay	
	f	p	f	p	f	p
1. Gender:	3.304	.071	5.701	.018	.953	.330
2. Social Status:	2.131	.146	.855	.356	9.635	.002
3. Educational Level:	17.281	.000	14.924	.000	5.812	.017

This table indicated that there is a statistical significant difference between staff nurses gender and psychological empowerment (p= .018), Also is a statistical significant difference between staff nurses social status and their intention to stay (p= .002). It is also clear that there is a statistical significant difference between staff nurses educational level and perceived organizational support, psychological empowerment and their intention to stay (p= .000, .000 and .017 respectively).

DISCUSSION

The success and prosper of organizations cannot be realized without support and contribution from its employees. Human capital is the most valuable assets for the organizations. Human assets are difficult to duplicate, so they become the key competitive advantage for the organization in the intensive competence. (Eisenberger & Stinglhamber, 2011 and Mello, 2011). Nurses are human assets of health care organizations, finding and hiring the right nurses in right positions are essential to the establishment of health care organizations, but maintaining the effective workforce of staff nurses will be more important for the development of such organizations. Support from the organization has been considered for maintaining workforce, so it is the responsibility of the organization to create good environment to maintain good relationship to empower their staff and retain them for a long time (Kumar, 2014). The present study aimed to investigate the relationship between perceived organizational support, psychological empowerment and intention to stay among staff nurses at a selected hospital.

As regards the correlation between perceived organizational support and psychological empowerment, the current study results delineated that there is a statistical significant correlation between perceived organizational support and psychological empowerment. This result was congruent with the result of a study conducted by Afzali, Motahari and Shirkouhi (2014) entitled "investigating the influence of perceived organizational, psychological empowerment and organizational learning on job performance" which result indicated that perceived organizational support was correlated to psychological empowerment. In the same line with this result was the result of Ahmad & etal (2010) whose result showed that perceived organizational support influence on the psychological empowerment. From the investigator point of view, nurses who are working at organizations that provide them with support, value their contributions and reward them; this may make them feel more confident about their abilities, skills and capabilities that help them to complete their tasks.

Moreover, the present study revealed that, there is a statistical significant correlation between psychological empowerment and staff nurses intention to stay. This result was in alignment with the result of Nawawi & etal (2015) entitled "psychological empowerment influences the retention intentions of 5 star rated spas employees" which results showed that employees' psychological empowerment positively influence their retention intentions. Also, this result was supported by the study result of Saif & Saleh (2013) and Klerk (2013) whose result indicated that employees who perceived themselves as empowered felt that they had an influence on their daily work, were independent and motivated to remain part of organization. Also, the result of this current study was consistent with the result of a study conducted by Meng & etal (2013) entitled, "Relationships among structural empowerment, psychological empowerment, intent to stay and burnout in nursing field" revealed a significant correlation between psychological empowerment and nurses' intent to stay. They mentioned that the staff who worked in environments filled with empowering elements would be inspired to practice optimally, they would be loyal to the organization and in turn their intent to stay will be increased. From the investigator point of view, I think that empowered nurses who feel that they have the autonomy to manage their work and tasks, this make them satisfied and when they become

satisfied with their work they will have the intention to stay at their work for a long time.

Regarding the correlation between perceived organizational support and intention to stay, the current study indicated that there is a correlation between perceived organizational support and staff nurses intention to stay. This result was supported by a study conducted by Lisa (2012) entitled " the influence of organizational support and commitment on intent to stay among registered nurses" which revealed a significant relationship between perceived organizational support and registered nurses intention to stay, she indicated that registered nurses intent to stay increases by increasing perceived organizational support. As well, in accordance with these findings, the study of Patole and Dabke (2014) that indicated a significant correlation between perceived organizational support and employees' intent to stay. It indicated that employees who perceive that the organization is systematically creating environment for their development and progression are more likely to stay with the organization. Furthermore, the result of the current study was supported by the results of Masters& Liu (2016) and Liu & Yang (2015) whose results indicated a correlation between perceived organizational support and intention to stay. As a researcher, I think that staff nurses intention to stay is related to or influenced by their perceived organizational support, because when the organization cares about their staff, provides them an opportunity to move up the rank and cares about their general satisfaction at work, this will attract them to work at this organization and increase their intent to stay.

Regarding the relationship between demographic data of the participants and their intention to stay, the results of the present study delineated that there is no statistical significant relationship between study participants' age and their intention to stay. This result was in alignment with the result of a study conducted by Hussami, Darawad, Saleh, and Hayajneh (2013), whose finding revealed that nurses' age had no effects on their intention to stay. In contrast to the result of the current study was the result of a study conducted by Mrayyan (2008) that revealed a positive relationship between nurses age and their intent to stay, the study indicated that nurses throughout their years should have higher salaries and promotions that prevent them to leave their jobs. As well data of the present study revealed no statistical significant relationship between participants' years of experience in nursing profession and their intention to stay. This result was congruent with the study result of Meng & etal (2013) that revealed absence of the relationship between nurses' years of experience and their intent to stay and they added that nurses through their years of experience, they become older, they quit their current job to seek other easy job to take care of their children and family.

Moreover, the findings of the present study indicated that there is no statistical significant relationship between nurses' age and their perception to organizational support. This result was congruent with the result of Naqvi (2012) and Hossein, Mohammad and Setareh (2014) who found insignificant relationship between organizational support and nurses age. Inconsistent with the result of the present study was Etemadi, Gorji and Hoseini (2014) who reported

that age has a positive association with perceived organizational support. Also, inconsistent with the result of Abed and Elewa (2016).The study result indicated a statistical significant difference between study participants gender and psychological empowerment. This result was in agreement with the result of Liu and Yang (2015) that indicated a significant difference between age and psychological empowerment and nurses' intention to stay. Also, the result of the current study showed a statistical significant difference between nurses' social status and intention to stay. This result was confirmed by Myers (2010) that indicated a statistical significant difference between psychiatric nurses' social status and their intention to stay and organizational support.

CONCLUSION

Perceived organizational support is the common feeling of employees toward the organization by explaining whether organization appreciates and have concern for them or not and how much it is supportive for its employees. Psychological empowerment makes individuals to be part of decision making process in organizational issues by empowering them with control and independence. Nurses who feel supportive, self-determining, meaningful and energetic prefer to stay in their roles, and would like to make contributions to the organization. The present study concluded that there is a statistical significant relationship between perceived organizational support and psychological empowerment, there is a statistical significant relationship between psychological empowerment and intention to stay, and there is a statistical significant relationship between perceived organizational support and intention to stay among staff nurses.

RECOMMENDATIONS

Based on the study result the following recommendations were suggested:
1. Nurse Managers and hospital administrators need to consider ways to enhance both nurses' organizational support and career success when planning a retention program for clinical
2. nurses.
3. Training programs and working opportunities might also be given to lead them to feel supported and facilitate their career success.
4. Managers and employers need to should provide support and develop a better understanding of employees through giving them an opportunity to participate in decision making so they feel more psychologically empowered.
5. Further researches should be conducted to identify the impact of organizational support and psychological empowerment on other variables as nurses' performance.
6. 5- The study should be carried out at different health care sectors with large sample size.
7. 6- Study variables can be investigated at educational organizations among faculty members.

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