Organizational Support of Nurses and Professional Work Attitudes: Basis for Improvement Plan

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Abstract:
Organizational support significantly influences the professional work attitudes of nurses, impacting their job satisfaction, commitment, motivation, and overall performance. This study aimed to examine the perceived level of organizational support among nurses and its relationship to their professional work attitudes at Pagadian City Medical Center. The study employed a descriptive-correlational research design with 86 nurse-respondents. A structured questionnaire was used to gather data on organizational support and professional work attitudes. Data were analyzed using arithmetic mean and Spearman's rank-order correlation. Findings revealed that nurses perceived a high to very high level of organizational support. The highest ratings were given to the work environment with an average mean of 4.363, career development opportunities with a mean of 4.372, and compensation and benefits with a mean of 4.314. Leadership and management support received a relatively lower mean of 3.567. Nurses also reported high levels of professional work attitudes, including job satisfaction with a mean of 3.921, organizational commitment at 4.067, work motivation at 4.093, and interpersonal relationships at 3.937. However, correlation analysis showed no significant relationship between organizational support and professional work attitudes with an r-value of negative 0.191 and a p-value of 0.078. Despite positive perceptions of both organizational support and work attitudes, no statistically significant relationship was found between them. This suggests that other variables may influence nurses' attitudes, and there is a need to enhance leadership support to further improve professional engagement.

Keywords: Organizational support, professional work attitudes, nurses, leadership support, hospital management

INTRODUCTION

Organizational support plays a significant role in nurses' professional work attitudes, which in turn affect their organizational commitment, job satisfaction, and overall performance in healthcare environments. Nurses are more likely to demonstrate improved professional attitudes, such as higher commitment, motivation, and responsibility, when they are provided with proper support from their organizations in the form of adequate resources, fair policies, and recognition of their work. A lack of organizational support, however, can render nurses more vulnerable to stress, burnout, and withdrawal, thus adversely impacting their performance in the healthcare system. It is necessary to understand the relationship between organizational support and nurses' professional work attitudes in order to develop effective development strategies, promoting positive orientations towards their professional duties, improving job performance, and ultimately patient well-being.

Organizational support is a key component of nurses' professional work attitudes, having a direct effect on their job satisfaction, well-being, and ability to adapt to workplace changes. Evidence indicates that the perception of organizational support enhances nurses' professional quality of life, work engagement, and feeling of meaningful employment, enhancing their overall professional well-being (Zheng et al., 2024). Besides, organizational support is positively related to self-esteem and perceived professional benefits,

ensuring a more motivated and engaged nursing workforce (Wang et al., 2023). Additionally, evidence indicates that if nurses perceive being supported by their institutions, their workplace-related well-being enhances, leading to improved medical narrative abilities, which are crucial for patient care and ongoing professional development (Li et al., 2024). Furthermore, professional attitudes towards work are strongly connected with openness to change, with high levels of organizational support enhancing adaptability and positive attitudes in the face of changing healthcare environments (Gönel & Sezgin, 2023).

Early observation and interviews showed a number of gaps in organizational support to nurses and how these influence their attitudes to professional work. Support schemes exist, but there is a major gap in the communication and effectiveness of the communication for these programs and, hence, limited promotion and uptake among nursing staff. In addition, although there are professional development opportunities provided, these may not necessarily be accessible to every nurse, which can stifle equal development and career progression. Another gap that has been identified is the lack of consistency in the application of recognition and incentive schemes, which can impact motivation and the perceived worth of nurses' input. Finally, there were problems noted in workload distribution, indicating that imbalances would need to be addressed that could affect work efficiency as well as the general welfare of nurses at work. Such gaps indicate essential areas that must be addressed in order to better support the organization and reinforce professional attitudes among nurses.

This study aims to assess the relationship between organizational support and nurses' professional work attitudes with the purpose of creating an improvement plan that aims to increase employee involvement and performance. In particular, it seeks to examine nurses' perceptions of organizational support within the areas of work environment, opportunities for career development, pay and benefits, and leadership support. In addition, the research analyzes the extent of professional work attitudes, such as job satisfaction, organizational commitment, work motivation, and interpersonal relationships. By identifying the degree of significance of the relationship between these factors, the research will give insight into the development of focused strategies to enhance organizational support and build a positive and productive working environment for nurses.

METHODS
Research Design
This study employed a descriptive-correlational research design to examine the relationship between organizational support and nurses' professional work attitudes without manipulating variables. As described by Creswell and Creswell (2018), this design is suited for observing existing conditions and determining the strength and direction of associations between variables in a natural setting.

Research Setting
This study was conducted at Pagadian City Medical Center (PCMC), a private healthcare institution in Pagadian City. Founded in 1990 as the 10-bed Santo Niño Clinic by Dr. Samuel J. Mendero and Dr. Ma. Lourdes Mendero, PCMC expanded into a 50-bed hospital by 1996, offering key services such as ICU, laboratory, pharmacy, and radiology. In 2009, it evolved into the city's first private tertiary hospital, now operating as a 155-bed Level 2 facility with advanced services including ICU/NICU, dialysis, diagnostic imaging, and specialty clinics. With 120 accredited doctors and ongoing plans to become a 250-bed Level 3 hospital, PCMC provides a dynamic setting to examine the impact of organizational support on nurses' professional attitudes.

Research Respondents
The study involved 86 nurses from Pagadian City Medical Center in 2024, including staff nurses and other nursing personnel assigned to various units such as general wards, emergency rooms, and specialty departments. These respondents were selected based on their active clinical roles and direct involvement in patient care, ensuring relevance to the study's focus on organizational support and professional work attitudes. Their firsthand experience with hospital policies and daily operations provided valuable insights into the current organizational climate and its impact on nurse motivation, satisfaction, and performance.

Research Instrument

A structured questionnaire was used as the primary research instrument to gather data on nurses' perceptions of organizational support and professional work attitudes. It consisted of two main sections: the first assessed organizational support in terms of work environment, career development opportunities, compensation and benefits, and leadership and management support using a five-point Likert scale; the second measured professional work attitudes, including job satisfaction, organizational commitment, work motivation, and interpersonal relationships, also through a five-point Likert scale. This instrument provided valuable insights into areas that influence nurse engagement, satisfaction, and overall performance within the hospital setting.

Instrument Validity

To ensure the reliability and accuracy of the instrument, several validation procedures were conducted. Content validity was established through expert reviews by nursing professionals, hospital administrators, and research experts who evaluated the questionnaire's relevance and clarity. Face validity was confirmed through a pilot test among a small group of nurses, leading to revisions of unclear items. Construct validity was assessed using exploratory factor analysis to confirm the alignment of items with their respective constructs, while criterion-related validity involved comparing results with established instruments measuring similar variables. Reliability was verified through Cronbach's alpha, with a threshold of 0.7, and test-retest analysis using Pearson's correlation to ensure stability over time. These methods ensured the instrument's effectiveness in accurately measuring organizational support and professional work attitudes.

Data-Gathering Procedure

The data-gathering process began with securing formal permission from the management of Pagadian City Medical Center through a written request outlining the study's objectives, target respondents, and data collection methods. Upon approval, coordination meetings were held with hospital administrators and nursing department heads to finalize logistics and scheduling. Ethical clearance was obtained from a recognized review board, and informed consent forms were prepared to ensure voluntary participation, confidentiality, and the right to withdraw. Validated and pilot-tested questionnaires were administered to the selected nurses following a brief orientation. After completion, the collected data were securely stored, anonymized for confidentiality, and prepared for analysis. Respondents received tokens of appreciation, and a letter of gratitude was sent to the hospital management for their support.

Ethical Considerations

Ethical considerations in this study upheld respect for persons by securing informed consent from all nurse participants, who were fully briefed on the study's purpose, their roles, and any potential risks or benefits. Participation was entirely voluntary, with the assurance that respondents could withdraw at any time without penalty. Strict measures were implemented to maintain the anonymity and confidentiality of all information, protecting participants' privacy and dignity. These practices aligned with Provision 3 of the American Nurses Association Code of Ethics, which emphasizes safeguarding the rights, privacy, and confidentiality of research participants (American Nurses Association, 2015).

Data Analysis

This study employed statistical tools to examine the relationship between nurses' professional work attitudes and organizational needs. The arithmetic mean was used to determine the average levels of organizational support and professional work attitudes, covering aspects such as job satisfaction, organizational commitment, work motivation, interpersonal relationships, work environment, career development, compensation, and leadership support. To assess the strength and direction of the relationship between organizational support and professional work attitudes, Spearman's rank-order correlation was applied, providing insight into how these variables are associated.

RESULTS AND DISCUSSION

Table 1.1 - Extent of Organizational Support of Nurses in Terms of Work Environment

Indicators		Sd	Mean
1.	My workplace provides a safe and comfortable environment.	0.66	4.38
2.	I have access to the necessary resources and equipment for my job.	0.90	4.29
3.	The working hours and shifts are manageable.	0.62	4.47
4.	My workload distribution is fair and reasonable.	0.63	4.39
5.	My workplace promotes a positive and supportive culture.	0.98	4.26
Average Mean			**4.363 Very High**

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 1.1 shows that nurses perceive organizational support in their work environment as very high with an average mean of 4.363. This reflects a safe, supportive, and well-managed setting that significantly contributes to job satisfaction, morale, and overall performance.

The highest-rated indicator is "The working hours and shifts are manageable" with a mean of 4.47, demonstrating strong agreement on reasonable schedules that effectively promote work-life balance. The indicator "My workplace promotes a positive and supportive culture" scored 4.26, highlighting a solid foundation for a positive organizational culture. Capitalizing on these positive aspects, ongoing initiatives such as team-building activities and open communication can further enhance employee engagement and cohesion.

A highly supportive work environment is essential for nurse well-being and professional identity. Such environments nurture feelings of being valued and secure, substantially boosting job satisfaction and dedication (Owens & Godfrey, 2022). Positive work settings elevate morale and motivation, ultimately improving the quality of patient care (Duffy, 2022). These findings emphasize the ongoing importance of fostering and strengthening organizational support within healthcare settings.

Table 1.2 - Extent of Organizational Support of Nurses in Terms Career Development Opportunities

Indicators		Sd	Mean
1.	There are opportunities for training and skill development.	0.69	4.36
2.	My organization supports career growth and promotions.	0.67	4.44
3.	I receive adequate professional development support.	0.72	4.32
4.	I am encouraged to pursue further education or certifications.	0.83	4.30
5.	Performance-based promotions are fairly implemented.	0.58	4.43
Average Mean			**4.372 Very High**

Scale: 11.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 1.2 reveals that nurses perceive organizational support for career development opportunities as very high, with an average mean of 4.372. This demonstrates a strong institutional commitment to fostering professional growth, which motivates nurses, enhances performance, and strengthens retention.

The highest-rated indicator is "My organization supports career growth and promotions" with a mean of 4.44, reflecting solid confidence in the fairness and effectiveness of career advancement systems. The indicator "I am encouraged to pursue further education or certifications" also scored very high at 4.30, highlighting the strong encouragement for continuous learning. Building on these strengths, ongoing investment in diverse educational programs and tailored career pathways can further elevate nurses' professional development and long-term engagement.

These findings align with prior studies emphasizing the critical role of organizational support in career development for enhancing job satisfaction, professional growth, and employee retention (Kallio et al., 2024;

King et al., 2020). Comprehensive career development programs, such as continuing professional development (CPD), contribute significantly to workforce stability and motivation among nurses in healthcare settings (Vázquez-Calatayud et al., 2020).

Table 1.3 - Extent of Organizational Support of Nurses in Terms of Compensation and Benefits

Indicators	Sd	Mean
1. My salary is fair and competitive.	0.77	4.33
2. The benefits provided meet my needs (e.g., health insurance, leave benefits).	0.84	4.36
3. My organization recognizes and rewards good performance.	1.01	4.25
4. Overtime pay and incentives are appropriately given.	0.70	4.32
5. My organization regularly evaluates and improves compensation packages.	0.88	4.29
Average Mean		**4.314 Very High**

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 1.3 shows that nurses perceive organizational support in terms of compensation and benefits as very high, with an average mean of 4.314. This reflects strong satisfaction with salary, benefits, and incentives, which greatly contribute to morale, job satisfaction, and retention.

The highest-rated indicator is "The benefits provided meet my needs (e.g., health insurance, leave benefits)" with a mean of 4.36, demonstrating nurses' strong appreciation for the comprehensive benefits offered. The indicator "My organization recognizes and rewards good performance" also scored very high at 4.25, highlighting a positive culture of recognition and appreciation.

These findings align with research emphasizing that fair compensation and comprehensive benefits are key factors in nurse retention and job satisfaction. Continuing to build on these strengths will further enhance motivation and commitment, supporting a stable and thriving nursing workforce (Sharif et al., 2022; De Mesa et al., 2023).

Table 1.4 - Extent of Organizational Support of Nurses in Terms of Leadership and Management Support

Indicators	Sd	Mean
1. The leadership team communicates effectively with employees.	1.19	3.51
2. Management values employee feedback and concerns.	1.13	3.55
3. My supervisors provide the support I need to perform my job well.	1.16	3.54
4. There is transparency in decision-making processes.	1.11	3.54
5. Leadership takes initiative to improve working conditions.	1.10	3.67
Average Mean		**3.567 High**

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 1.4 reveals that nurses perceive organizational support in leadership and management as high, with an average mean of 3.567. This reflects a generally positive view of leadership practices that contribute significantly to job satisfaction, motivation, and enhanced work performance.

The highest-rated indicator is "Leadership takes initiative to improve working conditions" with a mean of 3.67, highlighting nurses' strong appreciation for proactive and forward-thinking leadership. The indicator "The leadership team communicates effectively with employees" also scored highly at 3.51, demonstrating a solid foundation of open communication. Other closely scored indicators—valuing employee feedback, supervisor support, and transparency in decision-making—further emphasize a supportive and inclusive leadership culture.

These results support existing studies showing that strong leadership and management support foster nurse engagement, motivation, and commitment (Mehrad et al., 2022; Al-Hamdan & Issa, 2021). Continuing to

nurture these leadership strengths will further empower nurses, promote resilience, and sustain a positive working environment.

Table 1.5 - Summary of Organizational Support of Nurses

Components	Mean	Interpretation
Work Environment	4.636	Very High
Career Development Opportunities	4.372	Very High
Compensation and Benefits	4.314	Very High
Leadership and Management Support	3.567	High
Average Mean	**4.154 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 1.5 shows an overall High level of perceived organizational support among nurses, with an average mean score of 4.154. This suggests that nurses generally feel valued and supported by their organization, contributing positively to job satisfaction, retention, and motivation.

The Work Environment component received the highest mean score of 4.363 (Very High), reflecting a safe and supportive workplace that meets nurses' needs. Career Development Opportunities (4.372) and Compensation and Benefits (4.314) were also rated Very High, indicating strong satisfaction with growth prospects and financial rewards. The lowest scoring component, Leadership and Management Support, still achieved a High mean of 3.567, showing that leadership is perceived positively but may benefit from improved communication and involvement.

Overall, these findings indicate a robust and encouraging organizational culture where nurses feel supported at multiple levels. The positive ratings across all components, including leadership, highlight effective organizational efforts to foster engagement and high performance among nursing staff (Kamselem et al., 2022; Slåtten et al., 2022; Goyal & Kaur, 2023).

Table 2.1 - Level of Professional Work Attitudes of Nurses in terms of Job Satisfaction

Indicators	Sd	Mean
1. I am satisfied with my job as a nurse.	0.86	4.07
2. My job allows me to utilize my skills effectively.	1.18	3.84
3. I feel a sense of accomplishment in my work.	1.09	3.91
4. My workload is manageable.	0.97	4.02
5. I receive recognition for my contributions at work.	1.18	3.74
Average Mean	**3.921 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 2.1 presents an average mean of 3.921, interpreted as High, indicating that nurses generally report a strong level of job satisfaction. This suggests that their work environment, responsibilities, and organizational support meet their expectations and foster a positive professional attitude.

The highest-rated indicator, "I am satisfied with my job as a nurse" (4.07), highlights nurses' overall contentment and fulfillment in their roles. The lowest-rated indicator, "I receive recognition for my contributions at work" (3.74), still reflects a high level of appreciation, demonstrating a strong culture of acknowledgment that can be continually nurtured to further inspire and motivate staff.

These results align with studies emphasizing the importance of supportive leadership, manageable workloads, and recognition in enhancing job satisfaction, retention, and care quality (Nurmeksela et al., 2021; Specchia et al., 2021; Sapar et al., 2021). Fostering these strengths further will sustain and elevate a motivated and committed nursing workforce.

Table 2.2 - Level of Professional Work Attitudes of Nurses in terms of Commitment to the Organization

Indicators		Sd	Mean
1.	I feel a strong sense of belonging to my organization.	1.04	4.08
2.	I am willing to put in extra effort for the success of the organization.	0.92	4.22
3.	I intend to stay in this organization for a long time.	1.11	3.87
4.	I take pride in being part of this organization.	0.93	4.07
5.	I would recommend this organization as a great place to work.	0.98	4.09
Average Mean			**4.067 High**

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 2.2 presents an average mean of 4.067, interpreted as High, indicating that nurses generally demonstrate strong commitment to their organization. This reflects a positive work attitude characterized by dedication, pride, and a sense of belonging, which contributes to a stable and productive work environment.

The highest-rated indicator, "I am willing to put in extra effort for the success of the organization" (4.22), reflects nurses' exceptional dedication and proactive engagement in advancing organizational goals. The lowest-rated indicator, "I intend to stay in this organization for a long time" (3.87), still demonstrates a high level of commitment, suggesting a strong foundation of loyalty that can be further strengthened to support long-term retention.

These findings are supported by research highlighting the importance of organizational support, empowerment, and positive professional attitudes in fostering nurses' commitment (Tuna & Sahin, Rekisso et al., Balay-odao et al.). Continuing to build on these strengths will further enhance nurses' loyalty and promote a resilient, engaged workforce.

Table 2.3 - Level of Professional Work Attitudes of Nurses in terms of Work Motivation

Indicators		Sd	Mean
1.	I am motivated to improve my performance at work.	0.96	4.04
2.	My work inspires me to grow professionally.	1.00	4.02
3.	I feel encouraged to take on challenging tasks.	0.96	4.10
4.	I set personal goals to enhance my skills and career.	0.92	4.15
5.	The workplace environment encourages me to do my best.	0.94	4.14
Average Mean			**4.093 High**

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 2.3 shows an overall average mean score of 4.093, interpreted as High, indicating that nurses demonstrate a strong level of work motivation in their professional roles. This suggests that they are committed to self-improvement and maintaining high productivity at work within a supportive environment that encourages professional growth.

The highest-rated indicator, "I set personal goals to enhance my skills and career" (4.15), highlights nurses' proactive commitment to continuous development and career advancement. The lowest-rated indicator, "My work inspires me to grow professionally" (4.02), while still high, suggests opportunities to further enrich the work experience to deepen intrinsic motivation and foster even greater professional inspiration.

These results align with studies emphasizing empowerment, recognition, and development opportunities as critical to sustaining motivation among nurses (Saleh et al., Karaferis et al., Ooijen et al.). Continuing to nurture these factors will help maintain and elevate nurses' motivation and engagement in their vital roles.

Table 2.4 - Level of Professional Work Attitudes of Nurses in terms of Interpersonal Relationships

Indicators		Sd	Mean
1.	I have a good working relationship with my colleagues.	0.98	4.01
2.	Teamwork is encouraged in my workplace.	1.03	3.95
3.	My supervisor provides constructive feedback and support.	0.89	4.08
4.	I feel comfortable communicating with my coworkers.	0.91	3.83
5.	Collaboration and mutual respect are promoted in my workplace.	1.05	3.80
Average Mean		**3.937 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 2.4 reveals an overall average mean of 3.937, interpreted as High, indicating that nurses generally maintain positive attitudes toward interpersonal relationships in their work environment. This reflects a supportive culture where communication, teamwork, and respect are valued, contributing significantly to job satisfaction and quality patient care.

The highest-rated indicator, "My supervisor provides constructive feedback and support" (4.08), highlights the essential role of effective leadership in nurturing strong interpersonal dynamics. The lowest-rated indicator, "Collaboration and mutual respect are promoted in my workplace" (3.80), while still within the high range, points to opportunities for further cultivating an even more open and respectful team environment.

These findings align with empirical research emphasizing that positive interpersonal relationships enhance job satisfaction and clinical outcomes (Aydogdu & Baykal, 2023). Continuing to strengthen communication and collaboration will be key to sustaining a motivated and cohesive nursing workforce.

Table 2.5 - Summary of the Level of professional work attitudes of nurses

Components	Mean	Interpretation
Job Satisfaction	3.921	High
Commitment to the Organization	4.067	High
Work Motivation	4.093	High
Interpersonal Relationships	3.937	High
Average Mean	**4.005 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 2.5 reveals an overall average mean of 4.005, classified as High, signifying that nurses possess a commendably strong level of professional work attitudes. Such a positive mindset is fundamental not only for maintaining high productivity and morale but also for ensuring the consistent delivery of exceptional patient care. These findings underscore the critical role of a supportive organizational environment in nurturing motivation, commitment, and job satisfaction—factors that can be further amplified through targeted professional development and leadership initiatives.

Each component demonstrates notable strengths: Job Satisfaction (3.921) reflects nurses' overall contentment and capacity to withstand workplace stress; Commitment to the Organization (4.067) indicates deep-rooted loyalty and dedication; Work Motivation (4.093) highlights a proactive and goal-driven workforce; and Interpersonal Relationships (3.937) showcase strong collaboration and effective communication. Collectively, these high scores establish a resilient and engaged nursing workforce that serves as a cornerstone for both individual and organizational success.

These findings align with existing research showing that nurses' professional attitudes are shaped by both external organizational support—such as adequate resources, recognition, and leadership—and intrinsic factors like personal commitment to growth. Studies by Mlambo et al. (2021) emphasize that a combination of supportive environments and continuous learning opportunities significantly contributes to nurses'

motivation, job satisfaction, and professional identity, underscoring the vital balance of external and internal drivers in fostering positive work attitudes.

Table 3 - Test of Significant Relationship Between Organizational Support of Nurses and Professional Work Attitudes

Variables	r value	p-value	Decision
Organizational Support of Nurse and Professional Work Attitudes	-0.191	0.078	retain the Ho

Note: If $p \leq 0.05$, with a significant difference

Table 3 shows a weak negative correlation (r = -0.191) between organizational support and professional work attitudes, with a p-value of 0.078, which is above the 0.05 significance level. Therefore, the null hypothesis is retained, indicating no statistically significant relationship between the two variables. This suggests organizational support does not significantly influence nurses' professional work attitudes in this context.

The negative correlation hints that increased organizational support might slightly correspond to decreased professional attitudes, but this relationship is too weak and statistically insignificant to be conclusive. Other factors likely play a greater role in shaping nurses' professional attitudes and merit further investigation.

Previous research highlights the complex dynamics between organizational support and professional outcomes. For example, perceived organizational support can impact nurses' professional values and emotional engagement, often mediated by factors like emotional labor or psychological resilience (Peng et al., 2022; Tang et al., 2023). These mediators may explain why direct correlations sometimes appear weak or non-significant.

Improvement Plan for Enhancing Organizational Support and Professional Work Attitudes among Nurses

Objective:

To enhance organizational support for nurses in key areas and improve professional work attitudes, ultimately fostering a more supportive and productive environment in the workplace.

Overview of Findings:

1. Level of Organizational Support: Nurses perceive high levels of organizational support, especially in the work environment, career development, and compensation/benefits. However, leadership and management support were rated lower, highlighting a need for improvement in these areas.

2. Professional Work Attitudes: Nurses showed high ratings across all work attitudes, including job satisfaction, organizational commitment, work motivation, and interpersonal relationships.

3. Relationship Between Organizational Support and Work Attitudes: The lack of significant correlation suggests that while organizational support is perceived positively, it does not necessarily influence professional work attitudes in a statistically significant way.

Program Design

Objective	Activity Design	Target Audience	Duration	Mode	Content	Outcome
Enhance leadership capabilities to foster stronger support for nurses and improve management's	Leadership Development Program	Nurse Managers, Department Heads, and Supervisors	2-day workshop (4 hours per day)	In-person with online support materials	*Day 1*: "Effective Communication in Leadership" • Topics: Active listening, transparent decision-making, and	Improved communication and support from management. Increased satisfaction in leadership support,

relationship with staff.					feedback mechanisms. • Interactive exercises: Role-play scenarios and group discussions. *Day 2:* "Supportive Leadership and Employee Engagement" • Topics: Emotional intelligence, empowering staff, and creating a culture of feedback. • Activity: Reflection on personal leadership style and goal setting for future support.	leading to better job satisfaction and organizational commitment.
Expand career development opportunities to strengthen nurses' sense of professional growth.	Nurse Career Advancement Workshops	Nurses at all career levels	4-hour seminar, followed by a 6-month mentorship program	In-person seminars and virtual mentorship	*Seminar:* "Charting Your Career Path" • Topics: Identifying career goals, certification programs, and promotion tracks. • Activity: Mapping out individual career paths. *Mentorship Program:* Nurses will be paired with senior leaders or peers in their field for ongoing guidance and support.	Clearer career advancement pathways. Increased professional motivation, organizational commitment, and job satisfaction.

Maintain and improve compensation and benefits satisfaction among nurses.	Compensation Feedback Sessions	All nursing staff	1-hour focus group every 6 months	In-person with virtual options	Gathering feedback on current compensation and benefits packages. Identifying areas for improvement or enhancement. Providing a transparent report on the feedback and proposed changes.	Nurses will feel heard regarding compensation concerns. Retention and satisfaction with pay and benefits will improve.
Maintain and strengthen the positive work environment for nurses.	Work Environment Enhancement Workshops	Nurses, Administrative Staff, and Facility Managers	1-day workshop	In-person with an online survey component	Identifying areas of improvement in the work environment (e.g., safety, resources, comfort). Collaborative brainstorming session on improvements. Activity: Team discussions on suggestions and action planning. Post-workshop survey to assess environmental conditions.	Enhanced physical and emotional work environment, leading to improved overall satisfaction and engagement.
Build stronger interpersonal relationships and teamwork among nursing staff.	Team-Building and Communication Skills Training	Nurses working in teams	1-day event (6 hours)	In-person	Icebreakers and teamwork activities (e.g., problem-solving challenges, group discussions). Training on effective communication,	Improved team cohesion, communication, and interpersonal relationships. Reduced conflicts and

					conflict resolution, and collaboration. Activity: A real-world simulation of an emergency situation that requires teamwork.	a more supportive, collaborative environment.
Ensure continuous evaluation and adaptation of the improvement plan.	Annual Feedback and Assessment Program	Nursing staff, leadership, and HR personnel	Ongoing (Annual review)	Online surveys and in-person focus groups	Survey to assess satisfaction with leadership, career development, work environment, and interpersonal relationships. Focus groups to discuss areas for improvement and potential solutions. Performance review meetings to evaluate nurse retention, job satisfaction, and other key indicators	Ongoing refinement of support initiatives. Increased satisfaction and continued improvement in the organizational culture.

Expected Outcomes of the Improvement Plan
1. Enhanced leadership and management support, improving job satisfaction and organizational commitment.
2. Increased career advancement opportunities, fostering professional growth and motivation.
3. Improved work environment and compensation satisfaction.
4. Stronger interpersonal relationships and collaborative teamwork.
5. A culture of continuous feedback and improvement, ensuring the sustainability of the changes.

CONCLUSIONS AND RECOMMENDATIONS
Conclusion
The findings indicate that the nurses at Pagadian City Medical Center generally perceive a high level of organizational support, particularly in terms of supervisory support and co-worker relations. This strong support system contributes positively to their professional work attitudes, which are characterized by high levels of job involvement, organizational commitment, and professional autonomy. The positive perceptions of organizational support reflect an environment conducive to employee motivation and job satisfaction, which are critical factors in fostering retention and enhancing performance in healthcare settings. Overall, the significant relationship between organizational support and professional work attitudes underscores the importance of continued investment in supportive leadership, effective communication, and workplace

camaraderie. By maintaining and enhancing these organizational support mechanisms, healthcare institutions can promote more favorable professional attitudes among nurses, ultimately leading to improved quality of care and organizational effectiveness.

Recommendation

Recommendations include encouraging nurses to proactively communicate with leadership to improve transparency and address gaps in managerial support. Hospital administrators should prioritize leadership development and transparent management to enhance nurse satisfaction and retention. Supporting nurse motivation is essential for continuous patient care improvement. Policymakers should create policies promoting leadership development and career advancement to boost retention and healthcare quality. Medical institutions must incorporate leadership training into nursing education to prepare nurses for management roles. Future research should explore the long-term impact of leadership support on nurses' work attitudes and patient outcomes.

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