Nurses' Job Involvement and Its Relation to their Organizational Citizenship Behavior

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Abstract : Much more attention has been paid to nurses' attitudinal and behavioral issues such as job involvement, and organizational citizenship .Nurses, as citizens of a country, display positive or favorable behaviors have a positive impact on society, like wise in health organizations, they benefits the organization as a whole.
The study aimed to: examine the relationship between job involvement and the five dimensions of organizational citizenship behaviors (altruism, courtesy, sportsmanship, conscientiousness, and civil virtue).
Instruments: two instruments used in data collection.
Instrument I: Job Involvement Questionnaire which consisted of two parts: Part 1: contains socio-demographic characteristics. Part 2: included 18 statements to assess the nurses' level of Job involvement. Answers were given on a staff responded to using a three-level Likert scale: 1-disagree, 2-neither disagree nor agree (neutral) and 3- agree.
Instrument 2: organizational citizenship behavior scale to assess nurses' organizational citizenship behavior and included 37 statements.
Subjects and Setting: A convenient sample of 93 staff nurses from one private Hospital worked in different settings at Menoufia governorate, Egypt.
Results: there was a statistical significant correlation between organizational citizenship and job involvement. Also, the majority of studied nurses had high level of job involvement. Moreover, they had high level of organizational citizenship behavior. Conclusion: the study concluded that there was a statistical significance relationship between organizational citizenship and job involvement. Thus fostering high levels of Job involvement leads to more positive attitudes and behaviors of organizational citizenship.
Recommendation: it is recommended that future research in this issue should be conducted by using job involvement and Organizational citizenship behavior data, which is based on supervisory or peers ratings of nurses.
Keywords: Job Involvement, Organizational Citizenship Behavior, nurses, relationship.

I.   Introduction

Nowadays, there is persistent and ongoing development and competition among health institutions. To enhance their competitive advantages, nursing staff members should maintain a high level of citizenship behavior (OCB) among their personnel. Organizational citizenship behavior is one additional role behavior, which is known as good soldier syndrome. (Organ et al., 2006). OCBs are positive social behaviors that increase the efficiency of the organization as a whole. These behaviors displayed voluntarily by staff nurses depending on their personal choice without a written rule, and they are not clearly indicated in the agreement of an organization and not required by job definition; therefore, omission of these behaviors does not bring any penalty (Koberg et al., 2005).

The world is looking forward to high-performance organizations that can provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This could be achieved if organizational citizenship developed. Organizational citizenship is a discretionary behavior and not a part of an employee's formal job requirements; nevertheless, it promotes effective functioning of the organization (Chien, 1988).

Job involvement is a key factor which affects individual and structure outcomes. The literature identifies job involvement as aAssociate in nursing individual's level of psychological identification and commitment with the particular job during which the individual engaged or being absorbed in it. Job involvement has positive impact on organizational goals that lead to better outcomes (Feldt et al., 2012).

Nurses who show high levels of job involvement think about contemplate take into account their work duties to be vital a part of their lives and whether or not they feel well about themselves is far closely associated   with however they   perform   on   their individual jobs.   For the   workers who square

measure extremely concerned acting well on the work is very important for his or her self - esteem. As a result of this worker with high levels of job involvement genuinely take care of and far involved concerning their work. Fostering the work involvement of human resources is a very important structure goal because. It is taken into account to be a primary determinant of structure citizenship behavior and overall structure effectiveness (Rodenberry, and Moberg, 2007).

It viewed as a volunteer role contend by person that is performed with none expectation of economic or non-financial reward. Nurses with high levels of job involvement have a vital role to play in associate in nursing organization's image building efforts as a result of they are principally the sole interface between the purchasers and also the organization (Podsakoff et al., 2000). There is no excellent management system which it's impractical to effectively reach structure goals if workers members perform solely their own work. A strong management system should encourage further behavior to enhance structure effectiveness. This further behavior is name OCB that is outlined as individual behavior that's discretionary, in a roundabout way or expressly recognized by the formal reward system which within the mixture promotes the effective functioning of the organization (Organ, Podsakoff and MacKenzie, 2006).

Originally, there have been planned five OCB dimensions: conscientiousness, equity, courtesy, altruism, and civic virtue. Conscientiousness refers to the extent to that somebody is prompt, high present, and goes on the far side traditional demand therefore expectations. Equity refers to the extent to that somebody doesn't complain unnecessarily or create an enormous dish out of tiny problems. Courtesy refers to behaviors that forestall issues from occurring for others by doing things like giving advance notice. Finally, civic virtue refers to the extent to that one contributes to political problems in organizations during an accountable manner. (Titrek et al., 2009).

II. Significance of the study:

Surprisingly, the relationship between job involvement and organizational citizenship behavior has received scant and little empirical attention (Rodenberry and Moberg, 2007). In this respect, investigation of organizational, individual and social factors affecting nurses' job performances with a holistic approach is of importance. The present study is of importance, since it is done to assess job involvement levels among staff nurses who play the most important part in providing health services. Nurses who are highly involved in their work tend to be more motivated than less involved individuals. They consequently are likely to put in more effort into their jobs and emerge suitable and voluntary behaviors named organizational citizenship behavior therefore should perform better (Daraei and Ekhtari , 2014). Job involvement is a potent weapon to increase both in-role and extra role performance. In addition to having positive effects on performance, prior researchers have found that job involvement positively influences attitudinal and behavioral outcomes such as organizational commitment. Therefore, the central aim of this study is to explore the relationship between job involvement and organizational citizenship behavior among nurses.

I. Purpose of the study:-
This study aims to assess nurses' job involvement and its relation to the organizational citizenship behaviors through the following objectives:-
1. Assess the current level of job involvement among staff nurses in the study setting.
2. Assess the current level organizational citizenship behaviors among staff nurses in the study setting.
3. Examine the relationship between nurses' job involvement and organizational citizenship behavior.

II. Research questions:-
1. What is the level of current job involvement among staff nurses?
2. What is the level of current organizational citizenship behaviors among staff nurses?
3. Is there a relationship between nurses' job involvement and nurses' organizational citizenship behaviors?

III. Research hypothesis
H 1: Job involvement will be positively correlated with all 5 dimensions of organizational citizenship behavior.

IV. Subjects and Methods
Design: A descriptive, correlation research design was conducted to achieve the aim of the study.
Setting: The study was conducted at one hospital which is affiliated to private health care sectors, Menoufia governorate, Egypt. The units included in the study: Hemodialysis, ICU, premature, operating room, Medical, Surgical and Obstetric units.
Subjects: A convenient sample of 93 staff nurses from one private Hospital worked in abovementioned settings and agreed to participate in the study composed the study sample.
Research instruments:-
To achieve the purpose of the study two instruments were used for data collection as following:-

Instruments one: Job Involvement Questionnaire which was developed by Kanungo (1982). This instrument was used to assess the nurses' level of job involvement and modified by the researchers after reviewing of related literature. It consisted of two parts:

Part one: Contained socio-demographic characteristic of the respondents of the study such as age, years of experience, qualification, marital status and units of the work.

Part two: Included 18 items. The items were as: "The most important things that happen to me involve my present job role"; "Most of my interests are centered on my job"; "I am very much involved in my job role", and etc. Answers were given on a staff responded using a three-points Likert scale: 1- Disagree, 2-Neither Disagree or Agree (neutral) and 3- Agree.

Scoring system:

For Job Involvement three-points likert scale was used for each item and allotted a score as "3" if the nurse response was agree,"2 " if the nurse response was neutral and "1" if the nurse response was disagree with considering the presence of some negative points (reverse response).Some items are reverse scored if the context is interpreted as negative for involvement. The higher score represent the higher involvement. Scoring system for Job Involvement developed by the statistician and estimated the cut point at 60 %. A ≥ 60% considered high level of Job involvement while < 60% considered low level of Job involvement.

Instrument two: Organizational Citizenship Behavior scale developed by Podsakoff and MacKenzie (1989) to assess nurses' level of organizational citizenship behavior, and modified by the researchers after reviewing of related literature. This scale included 37 items that assess 5 domains. Each of five constructs included items describing-specific behaviors for each one.as the following: –altruism (7 items) as " Willingly encourage colleagues who have work related problem to solve their problem " courtesy (5 items) as " Doesn't abuse the rights of other nurses 'colleague", sportsmanship (7 items) as "Generally try to look on the bright side of the events", conscientiousness (11 items) as " Bay attention to complete the given tasks on time", and civic virtue (7 items) as" Carry out function that that are not required ,but help the hospital image" .

Scoring system:

For organizational citizenship behavior three-points likert scale was used for each item and allotted a score as "3" if the nurse response was agree,"2 " if the nurse response was neutral and "1"if the nurse response was disagree with considering the presence of some negative points (reverse response).Some items are reverse scored if the context is interpreted as negative for organizational citizenship. The higher score represent the higher organizational citizenship. Scoring system for organizational citizenship behavior developed by the statistician and estimated the cut point at 60 %. A ≥ 60% considered high level of Organizational Citizenship Behavior while < 60% considered low level of organizational citizenship behavior

V. Procedure of Data Collection

• **Study period**: This study was conducted during the period starting from the start of August 2017 to the end of October 2017.

• **Approval:** An official letters were issued from the Deans of the Faculty of Nursing to facilitate collection of data. An oral consent was taken from study subject. an official permission to carry out the study was obtained from the responsible authorities of the private Hospital, by the researchers where the data were collected to conduct the study after an explanation of the purpose of the study.

• **Ethical consideration:** protection of nurse's rights, oral consent was obtained from the participants to share in the study, the researchers initially introduced themselves to all participants. They were informed about aim of the study and what was expected of her. Each participant was notified about the right to refuse to participate in the study, before taking her verbal consent.

• **Pilot study,** a pilot study was conducted on 10 % (10 nurses) of the study sample to evaluate the developed tools before starting the actual data collection. Based on the results of the pilot study, modifications, clarifications, omissions, and rearrangement of some questions were done. It also helped to estimate the time needed to fill in the questionnaire. And these were not included in the sample to ensure stability of the answers.

• **The time taken for every questionnaire** The questionnaires were distributed during nurse's work hours (morning and afternoon shifts) at the available hospital after two or three hours of her beginning shift to ensure the patient care is provided. The data collected through 3 days / week, the nurses were taken according their units and they take from 10 to 15 minutes to complete questionnaire.

• **Anonymity and confidentiality** of the information gathered was ensured. Then, the designed questionnaire was distributed to them, with instructions about its filling. This was repeated in each place of the study setting. The researchers were available all the time to clarify any ambiguity

Validity of the tools: These instruments were tested for validity (face and content) through distribution of the instruments to jury (panel) of five experts in the field of nursing administration. They were asked to examine the questionnaire for content coverage, clarity, wording, length, format, relevance and completeness and overall appearance. Based on experts' comment and recommendations minor changes had been made for face and content validation. The tool was modified on these experts' opinions. A helpful tool in determining content validity is the test blueprint. A test blueprint can help the researchers and panel to determine if items in the instrument represent all basic content that must be represented.

Reliability of the tools: These instruments were tested for reliability was applied by the researcher for testing the internal consistency of the tool by administration of the same tools to the same subjects under similar conditions on one or more occasions. Answers from repeated testing were compared (Test-re-test reliability). The Cronbach's coefficient alpha for the total job involvement was (0.81). The Cronbach's coefficient alpha for the total nurses' organizational citizenship behavior scale was (0.95).

VI. Statistical analysis
The data collected were tabulated & analyzed by SPSS (statistical package for the social science software) statistical package version 20 on IBM compatible computer. Quantitative data were expressed as mean & standard deviation (X+SD) and analyzed by applying student t-test for comparison of two groups of normally distributed variables. The Mann-Whitney *U* test is used to test the difference between two independent groups when the dependent variable is measured on an ordinal scale. While qualitative data were expressed as number and percentage (No. & %) and analyzed by applying chi-square test. Fisher's exact test**,** to test the difference in proportions nominal and ordinal in contingency table. All these tests were used as tests of significance at $P < 0.05$ and Pearson correlation were used in the current study.

VII. Figures And Tables
Table 1: Distribution of socio- demographic characteristics of studied nurses (n=93):

Socio demographic characteristics	No.	%
Age / years:		
• <20	16	17.2
• 21-30	45	48.3
• 31 – 40	32	34.5
---------------	25.7±3.46	
• Mean ±SD	20 – 40	
• Range		
Years of experience:		
• 1 – 5	19	20.4
• 6 – 10	39	41.9
• 11 – 15	35	37.7

• Mean ±SD	4.45±2.34	
• Range	1 – 13	
Qualifications**:**		
• Diploma nursing	13	14.0
• Technical institute	43	46.2
• Bachelor degree	37	39.8
Units of the work		
• Hemodialysis	• 9	• 9.8
• HCU	• 12	• 12.9
• Premature	• 13	• 13.9
• Operating room	• 14	• 15
• Medical	• 15	• 17.3
• Surgical	• 17	• 18.2
• Obstetric.	• 13	• 12.9
Marital state		
• Not married	• 56	• 60.2
• Married	• 37	• 39.8

Table 1): Presents the demographic characteristics of the studied nurses. As presented in the table, the majority of the studied nurses (48.3%) were from 21 to 30 year with the mean age was (25.7±3.46). Regarding to years of experience, the majority of studied nurses (41.9%) had from 6 -10 years of experience with the mean (4.45±2.34). Regarding qualifications, the highest percentage of the studied nurses (46.2%) had technical institute. In terms of marital status, the majority of studied nurses (60.2%) were single.

Table 2: Distribution of Mean and standard deviation of organizational citizenship behavior (OCB) subscales and total scale as reported by studied nurses (n=93):

Organizational citizenship behavior items:	Mean ±SD
• **Conscientiousness**	27.9±2.78
• **Civil virtue**	14.0±3.94
• **Altruism**	19.6±2.33
• **Sportsmanship**	14.6±3.02
• **Courtesy**	13.6±2.09
Total score	89.9±7.85

       Table 2; Illustrates distribution of mean and standard deviation of organizational citizenship behavior (OCB) subscales and total scale as reported by studied nurses. As showed in the table, the highest mean score was (27.9±2.78) for conscientiousness followed by altruism was (19.6±2.33) but the lowest mean score was (13.6±2.09) for courtesy.

Table 3: Distribution of nurses' levels of job involvement as perceived by studied nurses (n=93):

Job involvement	No.	%
Nurses' level of job involvement		
• High level of job involvement	88	94.6
• low level of job involvement	5	5.40
Job involvement total score **Mean ±SD**	39.8±4.16	

       Table 3 displays distribution of nurses' levels of job involvement as perceived by studied nurses. As evident from the table, the majority of studied nurses (94.6%) had high level of job involvement with mean score (39.8±4.16).
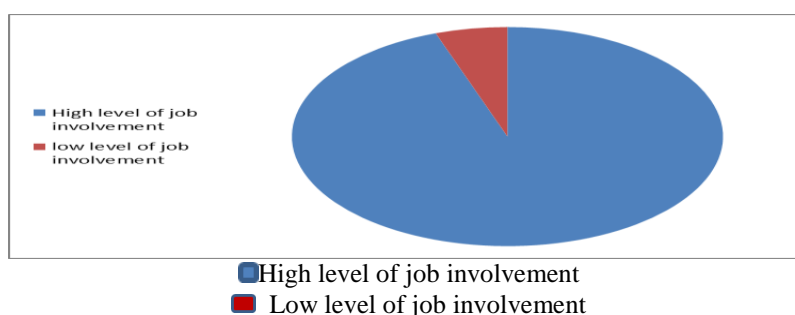

■High level of job involvement
■ Low level of job involvement
Figure (1): shows nurses' level of job involvement

Table 4: Distribution of nurses' levels of organizational citizenship behavior as experienced by studied nurses (n=93):

Organizational citizenship behavior	No.	%
Nurses' level of organizational citizenship behavior		
• High level of citizenship behavior	74	79.6
• Low level of citizenship behavior	19	20.4

       Table 4: shows distribution of nurses' levels of organizational citizenship behavior as perceived by studied nurses. As evident from the table, the majority of studied nurses (79.6%) had high level of organizational citizenship behavior

High level of organizational citizenship behavior
Low level of organizational citizenship behavior
Figure (2): shows nurses' level of organizational citizenship behavior

Table 5: Correlation between job involvement and organizational citizenship total and sub scales among studied nurses (n=93):

Organizational citizenship	Job involvement	
	r	P value
• **Conscientiousness**	0.239	0.021*
• **Civil virtue**	0.052	0.622
• **Altruism**	0.26	0.011*
• **Sportsmanship**	0.191	0.06*
• **Courtesy**	0.065	0.53
Total score	0.133	0.020*

*Significant

Table5: Illustrates the correlation between job involvement and organizational citizenship total and sub scales among studied nurses. As showed in the table, there was a statistical significance difference between conscientiousness, altruism and sportsmanship as sub items of organizational citizenship and job involvement where p – value (0.021) , (0.011) and (0.06) respectively and there was a statistical significance difference between total scores organizational citizenship and job involvement.
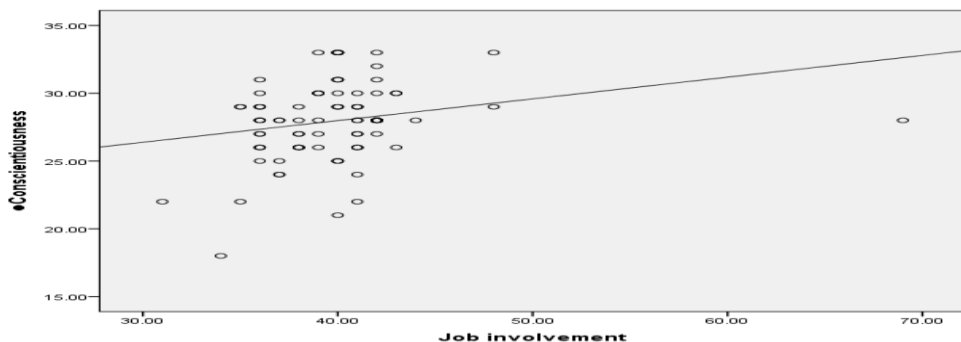

Figure (3): Correlation between job involvement and Conscientiousness among studied nurses

Table 6: Relation between organizational citizenship and Socio demographic characteristics of studied nurses (n =93):

Socio demographic characteristics	Organizational citizenship				Test of sig.	P value
	High level (n=74)		Low level (n=19)			
	No.	%	No.	%		
Age / years						
• <20	12	16.2	3	15.80	t-test	0.001*
• 21-30	36	48.6	6	31.57	1.38	
• 31 – 40	26	35.2	10	52.63		
Mean ±SD	25.5±3.57		26.7±2.84			
Years of experience						
• 1 – 5	12	16.21	5	26.3	U	
• 6 – 10	38	51.36	6	31.5	0.655	0.512
	24	32.43	8	42.2		

|						
• 11 – 15 Mean ±SD	4.58±2.52		3.94±1.39			
Qualifications • Diploma nursing • Technical institute • Bachelor degree	11 37 26	14.9 50.0 35.1	2 6 11	10.5 31.6 57.9	χ^2 3.28	0.194
Marital state • Not married • Married	43 31	58.1 41.9	13 6	68.4 31.6	χ^2 0.671	0.413

U: Mann Whitney test

Table6: Illustrates the relation between organizational citizenship and socio demographic characteristics of studied nurses. As showed in the table, there was no statistical significance difference between organizational citizenship and socio demographic characteristics except with age where p – value (0.001)

Table 7: Relation between job involvement and Socio demographic characteristics of studied nurses (n =93):

Socio demographic characteristics	Job involvement				Test of sig.	P value
	High level (n=88)		**Low level (n=5)**			
	No.	%	No.	%		
Age / years • <20 • 21-30 • 31 – 40	14 40 34	15.9 45.5 34.6	2 2 1	40 40 20	U 0.701	0.483
Mean ±SD	25.7 ±3.46		26.0 ±3.80			
Years of experience • 1 – 5 • 6 – 10 • 11 – 15	12 41 35	13.7 46.5 39.8	3 2 0	60 40 0	U 0.268	0.009*
Mean ±SD	4.44 ±2.38		4.60 ±1.51			
Qualifications • Diploma nursing • Technical institute • Bachelor degree	12 41 35	13.6 46.6 39.8	1 2 2	20.0 40.0 40.0	χ^2 0.182	0.913
Marital state • Not married • Married	53 35	60.2 39.8	3 2	60.0 40.0	FE 0.00	1.00

U: Mann Whitney test   FE: Fisher exact test.

Table7: Illustrates the relation between job involvement and Socio demographic characteristics of studied nurses. As showed in the table, there was no statistical significance difference between job involvement and socio demographic characteristics except with years of experience where p – value (0.009)
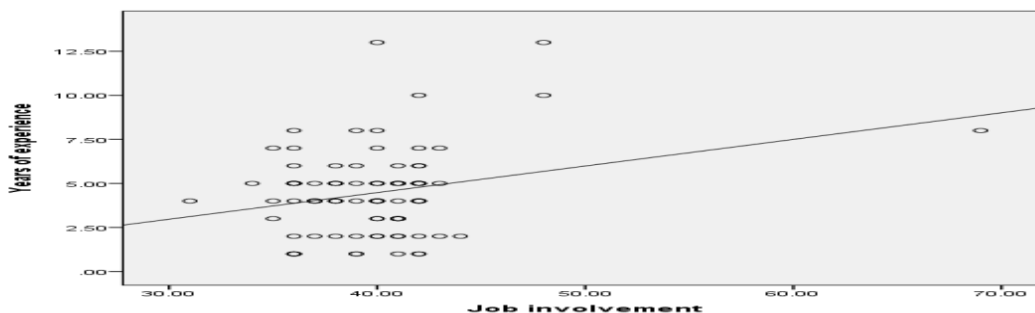
VIII.   Discussion

The general perception is that individuals with high levels of job involvement square measure doubtless to place additional effort into their jobs and so tend to show higher levels of in-role performance. Fostering job involvement is very important structure objective as a result of several researchers contemplate it to be a primary determinant of structure effectiveness and individual motivation Job involvement is taken into

account to be a key issue influencing important individual and structure outcome (Rotenberry and Moberg, 2007).Therefore, the present study aims to examine the relationship between job involvement and the five dimensions of organizational citizenship behaviors (altruism, courtesy, sportsmanship, conscientiousness, and civil virtue).

Before discussing the results related to the present study, the light should be directed to socio-demographic characteristics of the studied nurses, the majority of the studied nurses were from 21 to 30 year. Furthermore, the majority of subjects had from 6 -10 years of experience. Regarding qualifications, the highest percentage of the studied subjects had technical institute. Recording to the marital status the majority of studied subjects were not married.

Regarding, nurses' levels of job involvement as perceived by studied nurses, the results of the present study showed that the majority of studied nurses had good level of job involvement with mean score. This study result was accept as true with (Zolaykha 2014),who indicated that the bulk of workers nurses had sensible level of job involvement . workers World Health Organization have a high want action} and achievement try and be additional concerned within the tasks and activities through accepted bigger responsibilities and taking higher risks to succeed in their goal of achieving success. Also, this study result congruent with Alireza (2015) who disclosed that two third of study sample had high job involvement score. This results was congruent with Chughtai (2011) who declared that the general for job involvement was high on study the impact of Job Involvement on In-Role Job Performance and structure Citizenship Behavior.

Concerning, levels of organizational citizenship behavior as perceived by studied nurses. The results of the present study showed that the majority of studied nurses had good level of organizational citizenship. This study result in agreement with Altuntas (2010) who declared that over half study sample had sensible level altogether dimensions of structure citizenship behavior. Additionally, the result of the current study was in the same line with Abdel Alim and El-Sayed (2017) who study organizational attributes and its relation to organizational citizenship behavior among academic nursing staff and found that most of the academic staff in the nursing faculty at Port Said University demonstrated high organizational citizenship behavior.

This result was in agreement with Mostaf , El-hosany and Fekry (2018) who assess the perception of assistant teaching staff of their leaders' transformational leadership behaviors and its relation to their organizational citizenship behaviors in Suez Canal University and found that two thirds of the assistant teaching staff were satisfied with their organizational citizenship behaviors total score, while one thirds were unsatisfied with their organizational citizenship behaviors total score.

Relatively similar results were reported by Abu Tayeh (2012). who studied The Effect of Organizational Justice on Organizational Citizenship Behaviors at Governmental Ministries at Jordan, he found that, the participated employees had high organizational citizenship behaviors exceed 60%. While this result was in disagreement with Mharmha (2008) who studied The Organizational Citizenship Behaviors in Governmental Organizations at Qatar, he found that, the participated employees had organizational citizenship behaviors less than 60%.

Regarding to the correlation between job involvement and organizational citizenship total and sub scales among studied nurses. The results of the present study showed that, there was a statistical significance difference between conscientiousness, altruism as sub items of organizational citizenship and job involvement where p – value (0.021) and (0.011) respectively and there was a statistical significance difference between total organizational citizenship and job involvement. This study result congruent with Darghi(2017) who rumored that, there was applied mathematics significance distinction between OCB dimension behaviors and job involvement , structure commitment, structure trust, structure justice.

Moreover, this study result the same as bird Genus (2018) who rumored that, there was applied mathematics significance correlation between OCB and job involvement and supervisor support .In further to the on top of mentioned studies of Abdel Alim and El-Sayed (2017) who opined that, there was there was applied mathematics significance correlation between structure citizenship behavior and structure commitment and job involvement.

Moreover, associate degree examination of the literature disclosed that there a big correlation between job involvement and OCB. a lot of recently analysis studies conducted by Rodenberry and Moberg (2007) have additionally uncovered a positive relationship between job involvement and OCB. Given the actual fact that OCBs area unit a lot of influenced by what people assume and feel regarding their jobs (Organ &Ryan, 1995) which job involvement reflects a positive perspective towards the task, it follows that those high in job involvement would have interaction in these behaviors to a bigger extent than less concerned people.

The review of the above mentioned studies reveals that job involvement directly effects organizational citizenship behavior. Thus the present study also hypothesizes that there would be a direct and positive relationship between job involvement and organizational citizenship behaviors. Organizational citizenship behaviors include acts of helpfulness, gestures of goodwill and cooperation among organizational members. OCB benefits organizations in a number of ways. According to Cohen and Vigoda (2000) a number of the

advantages of OCBs which will accrue to a corporation include: (a) improved workfellow and social control productivity, (b) superior potency in resource use and allocation, (c) reduced maintenance expenses, and (d) improved structure attractiveness for high-quality new recruits

Regarding to the relation between job involvement and socio demographic characteristics of studied nurses. The results of the present study showed that there was no statistical significance difference between job involvement and socio demographic characteristics except with years of experience. Contradictory ,Probst(2009) rumored that there was no applied mathematics significance distinction between job involvement and socio demographic characteristics except with years of expertise .However, Study by Alireza (2015) who shown that there was applied mathematics significance distinction between nursing staff' instructional level and their levels of job involvement.

Concerning the relation between organizational citizenship and socio demographic characteristics of studied nurses. The results of the present study showed that there was no statistical significance difference between organizational citizenship and socio demographic characteristics except with age. This study result united with Lee (2013) who illustrated that, there was no applied mathematics significance distinction between structure citizenship and socio demographic characteristics except age. in step with the study result, Shaham (2012) who opined that there was no applied mathematics significance distinction between structure citizenship and socio demographic characteristics except gender.

Moreover, Brown (1996) added and concludes that employment environments like: offer a way of significance to one's work, supply management over the strategies by that work is accomplished,   maintain clear and consistent activity norms, offer feedback regarding the work accomplished, embrace validator relation with superiors and colleagues and lastly offer opportunities for private growth and development area unit tributary to job involvement. Finally, Rodenberry and Moberg (2007) found that job involvement exerted a stronger impact on OCB and participating employees in citizenship behavior are usually underneath and thanks to these workers attitudes like job involvement that impact upon the execution of OCBs.

IX. Conclusion

There was a statistical significance relationship between organizational citizenship and job involvement. Also, the majority of studied nurses had high level of job involvement. Moreover, they had high level of organizational citizenship behavior. Thus fostering high levels of Job involvement leads to more positive attitudes and behaviors of organizational citizenship.

Recommendation

1. Nurse Managers increase the levels of nurses' job involvement by re-designing jobs through the incorporation of job characteristics, such as autonomy, feedback, variety and task identity.
2. Holding workshops and training courses to raise the awareness of nurses of how to develop their OCBs.
3. Future research in this issue should be conducted by using job involvement and OCB data, which is based on supervisory or peers ratings of nurses.
4. The generalizability of the findings of this study, it would be useful to replicate this study in other different settings.

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