

Perceived Organizational Support on the Individual Work Performance of Nurses in Maasin City

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ABSTRACT

This study aimed to determine the relationship between perceived organizational support and individual work performance among nurses in Maasin City. Specifically, it identified the profile of the respondents, determined the levels of perceived organizational support and individual work performance, and examined the significant relationships among the variables. The study utilized a quantitative descriptive-correlational research design. Consecutive sampling was employed for two months, yielding 83 nurse respondents from public and private healthcare institutions in Maasin City. Data were gathered using the Survey of Perceived Organizational Support (SPOS) and the Individual Work Performance Questionnaire (IWPQ). Frequency, percentage, mean score, standard deviation, Chi-square test, Cramer's V, and Pearson r were used for data analysis. Findings revealed high perceived organizational support and very high individual work performance among nurses. Classification of hospital significantly related to both perceived organizational support and individual work performance. A significant positive relationship was also found between perceived organizational support and individual work performance.

Keywords: Perceived organizational support; Individual work performance; Organizational support theory; Nursing management

INTRODUCTION

Healthcare organizations operate in complex and demanding environments where effective collaboration and professional interaction are essential for delivering safe and quality patient care. Nurses, as the largest group of healthcare professionals, significantly influence patient outcomes, organizational efficiency, and the overall quality of healthcare services (World Health Organization, 2021). In this context, perceived organizational support has been recognized as an important factor associated with employees' attitudes, behaviors, and work outcomes. It refers to employees' belief that the organization values their contributions and cares about their well-being through the provision of resources, fair treatment, recognition, and supportive supervision (Eisenberger et al., 2020). Individual work performance, which includes task completion, cooperation, responsibility, and adaptability to workplace demands, contributes directly to organizational objectives (Koopmans et al., 2021). Examining the relationship between perceived organizational support and individual work performance is important because it may provide insights into strategies that strengthen workforce productivity and service quality.

Previous studies have consistently reported that organizational support is associated with improved work performance and well-being among healthcare professionals. Nurses who perceive higher levels of organizational support demonstrate stronger work engagement, better job performance, greater motivation, and increased professional commitment (Kim & Park, 2021; Ahmed et al., 2022; Zhang et al., 2023). Likewise, supportive work environments enable nurses to cope more effectively with job demands, thereby enhancing professional effectiveness (Al-Hussami et al., 2022; Rasheed et al., 2024). However, these findings have largely been derived from international or large-scale healthcare settings. Organizational structures, staffing patterns, resource availability, and management practices differ across institutions, making it inappropriate to assume that these findings are directly applicable to local hospitals. In Maasin City, nurses encounter unique workplace conditions, including heavy patient loads, staffing limitations, increased responsibilities, and varying levels of

managerial support and recognition, suggesting that the influence of organizational support may differ within the local context.

Given these contextual differences, there remains a need to determine whether the relationship between perceived organizational support and individual work performance is also evident among nurses in Maasin City. Rather than assuming that previous findings apply to the local setting, this study seeks to verify and contextualize the relationship by providing empirical evidence from the experiences of nurses in local hospitals. Specifically, the study aims to assess the relationship between perceived organizational support and individual work performance among nurses in Maasin City. The findings are expected to provide evidence that may guide nursing management and hospital administrators in developing context-appropriate strategies to strengthen organizational support, enhance nurses work performance, and improve the quality of healthcare services. Furthermore, the study supports the achievement of the United Nations Sustainable Development Goals, particularly SDG 3 (Good Health and Well-being) and SDG 8 (Decent Work and Economic Growth), by promoting supportive work environments and a productive healthcare workforce.

Research Questions

This study was to assess the interrelationship among the profile, organizational support and individual work performance as perceived by nurses in Maasin City for the second quarter of 2026.

The study specifically answered the following queries:

1. What was the profile of the respondents in terms of:
 - 1.1 age;
 - 1.2 sex;
 - 1.3. educational attainment;
 - 1.4. years of service; and
 - 1.5. classification of hospital (private or Public)?
2. What was the level of perceived organizational support among nurses?
3. What was the level of individual work performance among nurses in terms of:
 - 3.1 task performance;
 - 3.2 contextual performance; and
 - 3.3 counterproductive work behavior?
4. Was there a significant relationship between:
 - 4.1. profile and perceive organizational support
 - 4.2. profile and individual work performance
 - 4.3. perceive organizational support and individual work performance among nurses?
5. What work Performance enhancement plan was proposed based on the findings of the study?

Statement of Null Hypothesis

H₀₁: There was no significant relationship between the profile and perceived organizational support among

nurses.

H₀₂: There was no significant relationship between the profile and individual work performance among nurses.

H₀₃: There was no significant relationship between perceived organizational support and individual work performance among nurses.

REVIEW OF RELATED LITERATURE AND STUDIES

Organizational Support. Perceived organizational support has consistently been recognized as an important factor influencing nurses well-being, professional engagement, and workplace outcomes. It reflects employees' belief that their organization values their contributions and supports their well-being, which, in turn, promotes positive attitudes and behaviors in the workplace. Recent studies have shown that nurses who perceive stronger organizational support report higher self-esteem, greater professional benefits, improved work engagement, reduced burnout, enhanced work well-being, and stronger professional competence (Wang, 2022; Ren et al., 2024; Li et al., 2024). Similarly, supportive organizational practices, including recognition, fair treatment, and opportunities for professional development, have been associated with improved professional quality of life and workplace well-being among nurses (Zheng et al., 2024). These findings consistently suggest that organizational support serves as an important organizational resource that strengthens nurses psychological resilience and professional engagement.

Beyond its influence on well-being, perceived organizational support has also been linked to improved organizational outcomes. Studies have reported that nurses who experience stronger organizational support demonstrate higher job satisfaction, better quality of care, greater work engagement, lower turnover intention, and improved job performance (Ho et al., 2021; Siddiqi et al., 2024; Opoku et al., 2024; Gao et al., 2024). Longitudinal evidence further indicates that organizational support positively predicts nurses job satisfaction and health while reducing burnout symptoms and turnover intentions over time (Larsman et al., 2024). Within the Philippine context, organizational support has likewise been identified as an important factor in helping nurses manage demanding workloads and maintain work-life balance, emphasizing the need for healthcare institutions to strengthen support systems that promote nurses well-being and professional performance (RSiS International, 2025). Collectively, the literature demonstrates that perceived organizational support remains a critical organizational factor that contributes to positive psychological, professional, and organizational outcomes among nurses.

Individual Work Performance. Individual work performance is a critical component of healthcare delivery, particularly among nurses whose responsibilities directly influence patient outcomes and organizational effectiveness. It encompasses task performance, contextual performance, and the avoidance of counterproductive work behaviors, all of which contribute to organizational productivity and service quality (Koopmans et al., 2021). Recent studies have consistently shown that nurses who demonstrate higher work engagement, professional competence, and workplace motivation exhibit stronger task performance and contextual performance, including effective collaboration with colleagues and active participation in organizational activities (Bakker et al., 2022; Labrague et al., 2022; Koopmans et al., 2023). Conversely, counterproductive work behaviors negatively affect individual performance and overall organizational effectiveness, emphasizing the importance of maintaining professional competence and teamwork in healthcare settings.

Recent evidence further suggests that individual work performance is influenced by both personal and workplace factors. Supportive work environments, positive psychological well-being, and favorable work-related characteristics have been associated with stronger work performance across the dimensions of task performance, contextual performance, and reduced counterproductive behaviors (Van Zyl et al., 2023; Zhang et al., 2024). Methodological studies have also validated the Individual Work Performance Questionnaire (IWPQ) among nursing populations, confirming its reliability in measuring nurses work performance (Chalco-Ccapa et al., 2024). Similarly, studies have shown that work engagement, professional experience, and work environment characteristics contribute significantly to nurses job performance, highlighting that individual work performance is shaped not only by personal competence but also by organizational conditions that support professional

practice (Al Badi et al., 2023; Sevim et al., 2025).

Profile and Perceived Organizational Support. Recent literature suggests that perceived organizational support may vary according to selected personal and professional characteristics, although findings are not always consistent across healthcare settings. Studies have shown that employee profile variables remain relevant in understanding how healthcare workers perceive organizational support, particularly in environments where professional roles, workplace conditions, and institutional expectations differ (Matvijit et al., 2024). Among nurses, significant differences in perceived organizational support have been reported according to age, educational qualification, and years of experience, indicating that career stage, professional preparation, and accumulated work experience may influence how nurses perceive recognition, supervision, and access to organizational resources (Hossny et al., 2026).

Workplace context also appears to shape nurses' perceptions of organizational support. Studies have demonstrated that age, years of experience, department assignment, and participation in workplace or social activities influence how nurses perceive their work environment and the level of support they receive from their organizations (Al Shayeb et al., 2024; Li et al., 2024). These findings suggest that perceived organizational support is not experienced uniformly among nurses but may differ according to individual and workplace characteristics. Collectively, the literature supports the inclusion of profile variables in examining perceived organizational support, as these factors may explain variations in nurses' perceptions across different healthcare settings.

Organizational Support and Individual Work Performance. Recent studies consistently demonstrate a positive relationship between perceived organizational support and individual work performance among nurses. Nurses who perceive higher levels of organizational support tend to exhibit better job performance, stronger work engagement, improved occupational well-being, and greater professional effectiveness (Tiryaki Şen & Yıldırım, 2023; Zheng et al., 2024; Li et al., 2024). Organizational support, including managerial support, recognition, access to professional resources, and supportive workplace policies, enhances nurses' motivation, psychological well-being, and professional functioning, thereby enabling them to perform their clinical responsibilities more effectively. These findings indicate that supportive organizational environments contribute not only to nurses' well-being but also to improved performance and quality of patient care.

The positive influence of organizational support on work performance has been consistently confirmed across different healthcare settings. Studies have shown that perceived organizational support strengthens employee engagement, professional commitment, and workplace productivity while reducing work-related stress and enhancing quality of care (Opoku et al., 2024; Muhaidat et al., 2025; Bai et al., 2025). Likewise, a systematic review and meta-analysis reported that organizational support is moderately associated with positive workplace outcomes, including job performance, job satisfaction, and employee retention (Galanis et al., 2024). Collectively, the literature provides strong empirical evidence that perceived organizational support is an important organizational factor influencing nurses' individual work performance and supports the need to further examine this relationship in the local healthcare setting.

RESEARCH METHODOLOGY

Design. The study employed a quantitative descriptive-correlational research design. The descriptive design was used to determine the profile, perceived organizational support, and individual work performance among nurses, while the correlational design examined the relationships among these variables (McCombes, 2023; Bhandari, 2023).

Environment. The study was conducted among nurses working in selected government and private healthcare institutions in Maasin City, Southern Leyte, Philippines.

Respondents. The respondents were 83 registered nurses practicing in selected healthcare institutions in Maasin City, Southern Leyte, who met the study's eligibility criteria.

Sampling Design. The study employed consecutive sampling technique wherein all eligible registered nurses

available during the two-month data collection period were invited to participate.

Inclusion Criteria and Exclusion Criteria. Eligible participants were registered nurses practicing in Maasin City who possessed a valid professional license, had been employed for at least three months (regular, contractual, or job order), were actively involved in patient care, and voluntarily agreed to participate in the study. Nurses who were on extended leave, not actively performing their professional duties during the data collection period, or were unable to complete the questionnaire due to health-related or personal limitations were excluded to ensure the completeness and reliability of the data.

Instrument. The study utilized a three-part instrument consisting of a demographic profile sheet and two standardized questionnaires. The first part gathered information on age, sex, educational attainment, years of service, and hospital classification. The second part employed the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger, Huntington, Hutchison, and Sowa (1986), using a modified 10-item questionnaire to measure nurses' perceptions of the extent to which their organization valued their contributions and cared about their well-being. The instrument demonstrated excellent internal consistency, with Cronbach's alpha coefficients ranging from 0.83 to 0.95. The third part utilized the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014), an 18-item instrument measuring task performance, contextual performance, and counterproductive work behavior. Reverse scoring was applied to the counterproductive work behavior items so that higher scores reflected better work performance. The IWPQ demonstrated good reliability, with Cronbach's alpha coefficients ranging from 0.78 to 0.89, supporting its validity in measuring individual work performance among nurses.

Data Gathering Procedures. The study followed three phases: pre-data gathering, actual data gathering, and post-data gathering. During the pre-data gathering phase, the research title was approved, an adviser was assigned, institutional permissions were secured, the proposal underwent a design hearing, and ethical clearance was obtained. Upon issuance of the notice to proceed, eligible registered nurses in Maasin City were recruited using a combination of face-to-face intercept and online data collection through Google Forms, with informed consent obtained prior to participation. Completed questionnaires were checked for completeness, encoded, and subjected to appropriate statistical analysis. The findings were presented in tabular form with corresponding interpretations and supporting literature, while all collected data were handled with strict confidentiality and managed in accordance with ethical research standards throughout the study.

Statistical Treatment of Data. Frequency distribution and simple percentage were used to describe the nurses' profile in terms of age, sex, educational attainment, years of service, and hospital classification, while mean and standard deviation were utilized to determine the levels of perceived organizational support and individual work performance. Pearson's product-moment correlation coefficient (Pearson's r) was employed to determine the significant relationship between perceived organizational support and individual work performance among nurses.

Ethical Considerations. Ethical considerations are an essential component of any research study. The study was submitted to the ethics committee of both the university and the hospital. Ethical approval was sought prior to the start of data gathering to ensure that the welfare of the respondents was protected.

Presentation, Analysis, And Interpretation Of Data

Table 1 Profile of the Respondents

Profile	f	%
Age		
18-25 years old	3	3.61
26-40 years old	68	81.93

41-65 years old	12	14.46
Sex		
Male	38	45.78
Female	45	54.22
Educational Attainment		
Bachelor's Degree	71	85.54
Master's Degree	12	14.46
Years of Service		
1-10 years	68	81.93
11-20 years	8	9.64
21 years and above	7	8.43
Classification of Hospital		
Public	36	43.37
Private	47	56.63

Note. $n=208$.

The findings in table 1 indicate that the nursing workforce in Maasin City was predominantly composed of younger, female, bachelor's degree holders with relatively shorter years of service, most of whom were employed in private hospitals. This profile suggests a workforce largely in the early stages of professional practice, characterized by adaptability and active engagement in clinical responsibilities, while reflecting current nursing workforce trends influenced by increasing healthcare demands, workforce shortages, and the migration of experienced nurses (World Health Organization [WHO], 2025). Consistent with previous reports, female nurses and bachelor's degree holders continue to comprise the majority of the nursing workforce, while organizational differences between public and private hospitals may influence nurses work experiences and professional development opportunities (National University, 2024; Caballero et al., 2025).

Table 2 Level of Perceived Organizational Support among Nurses

Dimensions	Mean score	SD	Interpretation
1. Organization considers my goals and values	3.63	0.52	Agree
2. Help is available when I have a problem	3.71	0.49	Agree
3. Organization cares about my opinions	3.60	0.50	Agree
4. Organization forgives honest mistakes	3.78	0.47	Agree
5. Organization shows little concern (Reversed)	3.55	0.58	Agree
6. Organization invests in my well-being	3.66	0.51	Agree

7. Organization values my contributions	3.67	0.49	Agree
8. Organization supports development	3.61	0.53	Agree
9. Organization helps with difficulties	3.65	0.50	Agree
10. Organization goes out of its way to support	3.69	0.48	Agree
Grand Mean	3.66	0.51	High Perceived Organizational Support

Note. $n = 83$

Legend: A mean score of 4.21–5.00 indicates Very High Perceived Organizational Support (Strongly Agree); 3.41–4.20 indicates High Perceived Organizational Support (Agree); 2.61–3.40 indicates Moderate Perceived Organizational Support (Neutral); 1.81–2.60 indicates Low Perceived Organizational Support (Disagree); and 1.00–1.80 indicates Very Low Perceived Organizational Support (Strongly Disagree).

The results in Table 2 revealed that nurses perceived a high level of organizational support, suggesting that they generally felt recognized, valued, and supported by their institutions. This reflects the presence of supportive organizational practices, including fair treatment, approachable leadership, professional development opportunities, teamwork, and a work environment that promotes psychological safety. Nurses who perceive that management values their contributions and responds to workplace concerns are more likely to develop trust, commitment, and professional engagement despite the demands of clinical practice. Similar findings have shown that supportive leadership and non-punitive organizational climates strengthen employee morale, work engagement, and psychological well-being among nurses (Wei et al., 2020; Labrague & De los Santos, 2021).

The findings further suggest that supportive organizational environments encourage nurses professional growth, strengthen their confidence, and foster organizational commitment. Opportunities for continuing education, recognition of employee contributions, and responsive managerial support contribute to positive workplace experiences that enhance motivation and resilience. Consistent with previous studies, organizational support has been associated with improved professional confidence, commitment, employee satisfaction, emotional well-being, and retention among nurses (Alilyyani et al., 2022; Boamah et al., 2022). These findings highlight the importance of sustaining supportive leadership and employee-centered organizational practices to reduce burnout, strengthen workforce stability, and improve the quality of nursing care.

Table 3 Level of Individual Work Performance among Nurses

Dimensions	Mean score	SD	Interpretation
Task Performance			
1. Performs Work Efficiently	4.36	0.62	Always
2. Plans work effectively	4.32	0.64	Always
3. Focuses on work outcomes	4.28	0.66	Always
4. Completes duties with minimal errors	4.30	0.65	Always
5. Achieves job objectives	4.33	0.63	Always
Factor Mean	4.32	0.64	Very High Task Performance
Contextual Performance			

6. Takes extra responsibilities	4.34	0.61	Always
7. Supports coworkers	4.36	0.59	Always
8. Participates in organizational activities	4.31	0.63	Always
9. Shows initiative	4.33	0.62	Always
10. Helps solve problems	4.35	0.60	Always
11. Updates knowledge and skills	4.37	0.58	Always
12 Demonstrates dedication	4.38	0.57	Always
13. Cooperates with others	4.36	0.59	Always
Factor Mean	4.35	0.60	Very High Contextual Performance
Counterproductive Work Behavior (Reversed)			
14. Complains about unimportant matters	4.10	0.70	Often
15. Focuses on negative aspects	4.12	0.68	Often
16. Makes mistakes due to inattention	4.15	0.66	Often
17. Neglects work responsibilities	4.14	0.67	Often
18. Wastes time during work	4.16	0.65	Often
Factor Mean	4.13	0.67	High Counterproductive Work Behavior
Grand mean	4.27	0.64	Very High Individual Work Performance

Note: n=83

Legend: A mean score of 4.21–5.00 indicates Very High Individual Work Performance (Always); 3.41–4.20 indicates High Individual Work Performance (Often); 2.61–3.40 indicates Moderate Individual Work Performance (Sometimes); 1.81–2.60 indicates Low Individual Work Performance (Rarely); and 1.00–1.80 indicates Very Low Individual Work Performance (Never).

The findings revealed that nurses demonstrated a very high level of individual work performance, suggesting that they consistently carried out their responsibilities effectively despite the demanding nature of nursing practice. The high level of performance across task performance, contextual performance, and low counterproductive work behavior reflects nurses competence, professional commitment, adaptability, and accountability in delivering quality patient care. Nurses were able to efficiently perform core clinical responsibilities while also demonstrating behaviors that strengthened teamwork, organizational functioning, and collaboration beyond their formal duties. Such findings highlight the importance of professional discipline, effective workload management, and organizational citizenship behaviors in sustaining high-quality nursing practice.

Moreover, the favorable ratings on counterproductive work behavior suggest that respondents maintained professionalism and ethical responsibility even under challenging workplace conditions characterized by heavy workloads, staff shortages, and emotionally demanding situations. Similar studies have reported that nurses

continue to demonstrate high work performance because of professional commitment, supportive workplace relationships, and organizational expectations, while effective task performance, contextual performance, and reduced counterproductive behaviors are strengthened by professional competence, healthy work environments, supportive leadership, and teamwork (Al-Hamdan et al., 2021; Labrague et al., 2021; Molina et al., 2022; Boamah et al., 2022; Bakker & Demerouti, 2023). These findings emphasize the need for healthcare organizations to sustain supportive management practices, continuous professional development, employee well-being initiatives, and collaborative work environments to preserve high levels of nurse performance, improve patient care quality, and strengthen organizational effectiveness.

Table 4 Relationship between Profile and Perceived Organizational Support

Variables	chi value	p value	Cramer's V value	Decision	Interpretation
Age	5.842	.211		Accept Ho	Not Significant
Sex	3.126	.077		Accept Ho	Not Significant
Educational Attainment	2.984	.084		Accept Ho	Not Significant
Years of Service	6.457	.167		Accept Ho	Not Significant
Classification of Hospital	8.912	.012	0.327	Reject Ho	Significant

Legend: Significant if p-value is $< .05$. The dependent variable is Perceived Organizational Support. Cramer's V values are interpreted as follows: a value of >0.25 indicates a very strong association, >0.15 indicates a strong association, >0.10 indicates a moderate association, >0.05 indicates a weak association, and a value of >0 indicates no association.

Table 4 The findings indicate that age, sex, educational attainment, and years of service were not significantly associated with perceived organizational support, suggesting that nurses generally experienced organizational support similarly regardless of their demographic and professional characteristics. This implies that nurses perceptions of support were influenced more by organizational practices, leadership behavior, and workplace culture than by personal attributes. Fair implementation of employee welfare programs, supervision, communication, recognition, and workplace assistance may have contributed to the consistent perception of support across different groups of nurses. Similar studies have likewise reported that demographic characteristics are less influential than leadership practices, workplace relationships, and organizational climate in shaping employees' perceptions of organizational support (Karimi et al., 2021; Alharbi et al., 2022; Boamah et al., 2022; Elshaer et al., 2023).

In contrast, hospital classification demonstrated a significant relationship with perceived organizational support, indicating that nurses in public and private hospitals differed in how they perceived organizational support. This finding suggests that differences in organizational structure, leadership approaches, staffing systems, resource availability, and workplace conditions between healthcare institutions may influence nurses perceptions of support. These results emphasize that organizational support is shaped primarily by the institutional environment and management practices rather than by individual demographic characteristics. Consistent with previous findings, organizational conditions and healthcare institution type significantly influence nurses perceptions of managerial support and workplace satisfaction (Al Sabei et al., 2022). Consequently, healthcare organizations should continue strengthening supportive leadership, effective communication, equitable workplace practices, and employee-centered programs to enhance nurses organizational support and professional well-being.

Table 5 Relationship between Profile and Individual Work Performance

Variables	chi value	p value	Cramer's V value	Decision	Interpretation
Age	4.216	.299		Accept Ho	Not Significant

Sex	2.875	.090		Accept Ho	Not Significant
Educational Attainment	1.964	.161		Accept Ho	Not Significant
Years of Service	5.328	.149		Accept Ho	Not Significant
Classification of Hospital	9.457	.009	0.338	Reject Ho	Significant

Legend: Significant if p-value is $< .05$. The dependent variable is Individual Work Performance. Cramer's V values are interpreted as follows: a value of >0.25 indicates a very strong association, >0.15 indicates a strong association, >0.10 indicates a moderate association, >0.05 indicates a weak association, and a value of >0 indicates no association.

The findings showed that age, sex, educational attainment, and years of service were not significantly associated with individual work performance, suggesting that nurses consistently maintained high levels of performance regardless of their demographic and professional characteristics. This implies that nursing performance is influenced more by professional standards, organizational expectations, workplace support, and individual commitment than by personal background alone. Regardless of age, gender, educational qualification, or length of service, nurses were able to perform their clinical responsibilities effectively because of standardized nursing protocols, continuous professional development, teamwork, and organizational systems that promote quality patient care. Similar studies have reported that nurses work performance is more strongly influenced by workplace support, work engagement, and organizational conditions than by demographic characteristics (Goh et al., 2021; Labrague et al., 2021; Alqahtani et al., 2022; Molina et al., 2022; Boamah et al., 2022).

In contrast, hospital classification demonstrated a significant relationship with individual work performance, indicating that nurses working in public and private hospitals differed in their performance. Variations in organizational environment, staffing patterns, workload, resource availability, patient volume, and management systems may explain these differences, as workplace conditions directly influence nurses productivity and effectiveness. This finding highlights the importance of strengthening organizational systems, leadership support, resource allocation, and employee development programs to sustain high levels of nursing performance across different healthcare institutions. Consistent with previous research, workplace conditions, staffing systems, and organizational support significantly influence nurses work performance and professional outcomes (Labrague et al., 2021).

Table 6 Interrelationship between Perceived Organizational Support and Individual Work Performance

Variables	r value	p value	Decision	Interpretation
Perceived Organizational Support and Individual Work Performance	.642	.000	Reject Ho	Significant (Strong Positive Relationship)

Legend: Significant if p value is $< .05$. Dependent variable: Attitude and Practices. Pearson r value: A value of .90 to 1.00 (-.90 to -1.00) is very high positive (negative) correlation, .70 to .90 (-.70 to -.90) is high positive (negative) correlation, .50 to .70 (-.50 to -.70) is moderate positive (negative) correlation, .30 to .50 (-.30 to -.50) is low positive (negative) correlation, and .00 to .30 (.00 to -.30) is negligible correlation.

Table 6 findings revealed a significant positive relationship between perceived organizational support and individual work performance, indicating that nurses who perceived stronger organizational support also demonstrated better work performance. This suggests that organizational support, reflected through supportive leadership, fair treatment, recognition, effective communication, professional development opportunities, and the availability of resources, fosters nurses motivation, commitment, and engagement, enabling them to perform their clinical responsibilities more effectively despite the demanding nature of nursing practice. The findings support Organizational Support Theory, which posits that employees reciprocate favorable organizational treatment through greater commitment and improved work performance, as well as the Job Demands–Resources

(JD-R) Theory, which explains that organizational resources help employees cope with workplace demands and sustain motivation. Consistent with previous studies, supportive organizational environments have been shown to enhance nurses work engagement, professional commitment, resilience, and performance while reducing the negative effects of workplace stress (Labrague & De los Santos, 2021; Boamah et al., 2022). These findings underscore the importance of sustaining employee-centered organizational practices that strengthen leadership support, workplace communication, recognition, and professional development to promote high levels of nursing performance, quality patient care, and organizational effectiveness.

CONCLUSION AND RECOMMENDATIONS

Conclusion. The study concludes that creating a supportive organizational environment is essential in strengthening nurses motivation, professional engagement, and overall work effectiveness within healthcare institutions. Nursing performance is not influenced solely by individual competence or experience, but also by how nurses are treated, supported, guided, and valued within the workplace. When organizations cultivate healthy working environments characterized by supportive leadership, recognition, teamwork, professional growth opportunities, and responsive management practices, nurses are more likely to remain committed, productive, and resilient despite the challenges of clinical practice. The study further concludes that supportive workplace systems contribute positively to maintaining quality nursing care, professional accountability, collaborative relationships, and organizational stability within healthcare settings.

Recommendations. Based on the findings, the proposed Work Performance Enhancement Plan is recommended for implementation to strengthen supportive organizational practices, employee support systems, and healthy workplace environments that sustain nurses work performance. Healthcare administrators and nurse leaders should continue promoting supportive leadership, employee recognition, teamwork, professional development, and workplace wellness initiatives to enhance nurses motivation, engagement, and productivity. The findings may also serve as reference material in nursing education and management courses to strengthen competencies related to organizational support, leadership, and professional performance. Furthermore, healthcare institutions are encouraged to develop policies that promote employee welfare, fair workload distribution, mental health support, and continuing professional growth. Future studies may investigate other organizational and psychosocial factors influencing nurses work performance, evaluate organizational support interventions, explore nurses lived experiences, and examine the influence of organizational culture, leadership, workload, emotional well-being, and workplace climate on professional engagement and performance.

Work Performance Enhancement Plan

Rationale

Perceived organizational support and individual work performance are essential in promoting quality nursing care, employee productivity, professional commitment, and organizational effectiveness. The findings revealed that nurses demonstrated high perceived organizational support and very high individual work performance, with a significant positive relationship between the two variables, indicating that nurses who perceived stronger organizational support also demonstrated better work performance. Hospital classification was likewise found to be significantly associated with both perceived organizational support and individual work performance, suggesting that workplace environment and organizational conditions influence nurses perceptions and performance. Hence, the Work Performance Enhancement Plan is proposed to sustain the favorable findings of the study by strengthening supportive leadership, organizational support systems, professional development, teamwork, and healthy workplace practices that promote employee motivation, engagement, productivity, and quality patient care.

General Objective

To sustain perceived organizational support and individual work performance among nurses through supportive leadership, professional development, and healthy workplace practice.

Area of Focus	Strategies/Activities	Persons Responsible	Success Indicator
Sustain Organizational Support	Strengthen supportive leadership, open communication, employee recognition, wellness activities, and professional development programs.	Nurse Managers, Chief Nurse, Human Resource Department	Sustained high perceived organizational support and employee satisfaction
Maintain High Individual Work Performance	Conduct continuing education, competency enhancement, mentoring, coaching, and regular performance feedback.	Nurse Managers, Nursing Education Coordinator	Sustained very high task and contextual performance
Strengthen Teamwork and Professional Engagement	Implement team-building activities, peer mentoring, collaborative learning, and shared governance initiatives.	Nurse Managers, Human Resource Department	Improved teamwork, collaboration, and nurse participation
Promote Healthy Work Environment	Provide stress management, resilience training, psychological support, and fair workload distribution.	Chief Nurse, Human Resource Department	Reduced workplace stress and sustained professional behavior
Strengthen Organizational Systems	Regularly assess organizational support, staffing, communication, and workplace conditions in both public and private hospitals to improve employee support and work performance.	Hospital Administrators, Nurse Managers	Improved organizational support and sustained high work performance

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