

## Perceived Nursing Supervisor Support and Its Influence on Job Embeddedness among Staff Nurses

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### Abstract

**Background:** The quality of the relationship between nurses and their supervisors affects their embeddedness to the workplace, and eliminate their intention to leave it. **Aim:** This study aimed at assessing perceived supervisor support and its influence on job embeddedness among staff nurses. **Research design:** A descriptive, correlational design was used. **Setting:** The study was conducted at Cairo Fatemic hospital, which affiliated to specialized medical centers. **Subjects:** The study subjects consisted of 110 staff nurses out of 150 working in afore mentioned setting. **Tools:** Data were collected by using two tools: perceived supervisor nursing support questionnaire and job embeddedness scale. **Results:** The majority of studied nurses (81.8%) had high perception level regarding nursing supervisor support, more than three fifth of studied nurses (61.9%) had high level of job embeddedness, while less than one third of studied staff nurses (30%) had moderate level of job embeddedness. **Conclusion:** There was significant positive correlation between nursing supervisor support and job embeddedness among staff nurses. **Recommendations:** Conducting a regular meeting among the supervisors and nurses to discuss and solve their work problems, improving work place environment among nurses.

**Keywords:** Staff nurses, Supervisor support, job embeddedness.

### Introduction

Staff nurses often work in a problematic practice environment, characterized by various difficulties and stress-factors that can undermine staff nurses' full capacity to provide excellent care. International insights and empirical studies highlighted the importance of a balanced healthy and supportive nurses' practice environment and psychological work environment to achieve and sustain high levels of job satisfaction and engagement, relatively low levels of stress, burnout, and turnover rates, as well as favorable scores on quality of care and patient safety indicators (Velando, 2020).

Perceived supervisor support (PSS) is defined as employee assessments of whether or not their managers care about them and value their work, nurses need to have great flexibility and be prepared for complex and demanding clinical situations. The effects of clinical supervision on the quality of care are a key aspect in the improvement of quality and they were defined as a target area by the World

Health Organization. In the current climate of increasing financial that suffer, which ultimately impacts the quality of care and productivity of staff. Clinical supervision underpins the very essence of good care, and without it, clinicians cannot develop their knowledge, skills, and abilities (Marfuatun, 2021).

In the work context, supervisor support is an important work-related resource, it aids in the achievement of nurses' work goals, and it may buffer the pressure and job stress of nurses which leads to greater work engagement and increase job embeddedness (Qureshi et al., 2018).

Job embeddedness (JE) is defined as 'the combined forces that keep a person from leaving his or her job'. Job embeddedness links the employee with the firm and their job in a closer manner, and a stronger influence of (JE) leads to tendencies to stay within the organization instead of escaping the organization. Interestingly, research

demonstrates that JE is a stronger predictor of behavioral outcomes than organizational commitment (*Ferreia et al., 2017*).

Commitment stems from a sense of obligation to the organization; JE describes a situational circumstance where the benefits of leaving are exceeded by the switching costs. These switching costs include professional/social bonds made within the organization or community, perceived congruence with work/non-work environments, and perceived sacrifices that will be made upon leaving the organization (*Liu et al., 2019*).

Supervisor support helps nurses in improving work skills and developing career plans, and supervisors can also provide ongoing feedback, facilitate learning, and offer the overall support necessary for nurses. The supportive environment provided by supervisors is important for nurses to believe that their future work selves are attainable, and may be an added benefit for employees to perform these developmental behaviors and become more engaged in their work (*Ko & Kim, 2019*).

However, low supervisor support may signal to nurses that their aspirations to achieve their ideal future work selves are not important and may deter employees from seeking developmental opportunities to advance their careers and develop themselves. Nurses who believed that the supervisor valued their contributions and cared will tend to decrease the turnover and are positively related to job embeddedness. As discussed above, nurses who are high on JE display positive outcomes such as reduced nonattendance intentions such as diminished propensity to be late for work, and high levels of extra-role performance (*Popaitoon & Techalertsuwan, 2020*).

**Significant of the study:** At the study setting, the researcher noticed that some nurses complained from overload of work, low salary and benefits compared to their effort, rigid work schedules, rigid supervisors relations, and lack of support. These perceived problems lead to studied staff nurses had intended to leave this hospital due to these problems and searching for work opportunity in another hospital. So this study conducted to examine the relationship

between perceived nursing supervisor support and job embeddedness among staff nurses.

One of the most disruptive and expensive problems facing organizations today is high employee turnover rate. Although firms in most industries struggle at one time or another with recruiting and retaining a talented work force, retention is particularly critical in the healthcare industry (*Porter et al., 2019*).

### **Aim of the study**

This study aims at assessing perceived supervisor support and its influence on job embeddedness among staff nurses through:

1. Assessing supervisor support as perceived by staff nurses.
2. Assessing job embeddedness level among staff nurses.
3. Finding out the relationship between supervisor support and job embeddedness among staff nurses.

### **Research question:**

Is there an influence of perceived nursing supervisor support on job embeddedness among staff nurses?

### **Subjects and Methods**

#### **I. Technical design:**

It included research design, study settings, subjects and tools of data collection.

#### **Research Design:**

A descriptive correlational design was used in this study.

#### **Study Settings:**

This study was conducted at Cairo Fatemic Hospital, affiliated to specialized medical centers and ministry of health. It consists of one building include eleven main units (5 critical care units & 6 non critical care units). Its total bed capacity (100) beds.

#### **Subjects:**

The subjects for the study was included 110 staff nurses out of 150 who eligible to participate in this study. They were selected randomly.

#### **Tools of data collection:**

Data for this study were collected using two tools namely: Perceived nursing supervisor

support questionnaire and job embeddedness scale.

**First Tool:** Perceived Nursing Supervisor Support questionnaire: This questionnaire was used to assess supervisor support as perceived by staff nurse and it was adopted from (*Abd El -Aziz, 2017*).

It consisted of two parts, as the following:-

**Part I:** This part aimed to collect data related to personal and job characteristics of study subjects including age, gender, marital status, qualification, years of experience in the current positions, attending training courses.

**Part II:** It was consisted of (32 statements) divided into four major dimensions: Emotional support (7 items), Instrumental support (9 items), Role model (6 items) and Creative work family management (10 items).

**Scoring system:** Responses of Participant were measured at a five likert scale ranged from (1) strongly disagree to (5) strongly agree. The score was reversed for negative items. Scores of each dimension summed up and converted into percent scores. The perception was considered high if the percent score was more than 75% moderate if the percent score was ranged from 60% to 75% while it considered low if the percent score less than 60% (*Abd El- Aziz, 2017*).

**Second Tool:** Job embeddedness scale: This scale was used to measure job embeddedness levels among staff nurses, it was developed by (*Reitz, 2014*) and *modified by the researcher*. The tool was consisted of (19 items) and classified into two dimensions: Organizational embeddedness (9 items), Job embeddedness (10 items).

**Scoring system:** Subjects responses were scored on a five point likert scale ranged from (1) strongly disagree to (5) strongly agree. The score was reversed for negative items. The level was considered high if the percent score was more than 60 % moderate if the percent score was ranged from 40 % to 60% while it considered low if the percent score less than 40 % (*Reitz, 2014* ).

## II. Operational Design:

The operational design for this study included preparatory phase, pilot study and filed work.

### Preparatory Phase:

In this phase the researcher reviewed the national, international, current and past related literature, and using text books, articles, journals, and thesis concerning the topic of the study The tools of the study were validated by the researcher.

### Validity:

Testing validity of the proposed tool by using face and content validity. Content validity was conducted to determine the appropriateness of each item to be included in the job embeddedness scale. It was judged by five jury members having experience in nursing science. These jury members were three professors of psychiatric Nursing department and two assistant professor of Nursing Administration from Faculty of Nursing, Ain Shams University. Based on their opinions corrections, addition and/ or omission of some items were done.

### Reliability:

The reliability test was done to assure the consistency, to determine how strongly the attributes were related to each other and to the composite score. Cronbach's Alpha coefficients of internal consistency were used to assess the internal reliability of the study tool Job embeddedness scale 0.82.

### Pilot study:

The pilot study was carried out after obtaining the study tools and before starting the actual data collection. This stage took 2 weeks from the beginning to the end of October 2020. It was carried out on 15 staff nurses who represented 10% of total study subjects and they were excluded later from total population. The aim of the pilot study was to confirm clarity, feasibility and applicability of the tool, in addition to estimate the time required for filling the questionnaire. The time needed for filling the questionnaire was ranged between 25-35 minutes for each questionnaire.

### Field work:

Data collection period took two months, from the beginning of November to end of

December 2020 Five days per week. The researcher met the head nurse of each unit to determine suitable time for data collection in her unit. Before distributing the questionnaire the researcher gaining the acceptance of staff nurses to participate in the study. After that the researcher explain the purpose of the study, the components of the questionnaire and gave instructions to the participants about methods of filling the questionnaire. Data collection was done during morning and afternoon shifts according to a pre -determined schedule. The researcher distributed data collection sheets to the respondents individually at their work place, and presented during filling for needed clarification. The researcher checked the completeness of each filled sheet after the participant completed it.

### III- Administrative design:

To carry out the study, the necessary approvals were obtained. An official letter was issued from Dean of Faculty of Nursing, Ain Shams University, to obtain permission from the hospital directors about conduction of the study. The researcher met both hospital directors medical and nursing to explain aim of the study and get their approval to collect data and seek their support.

### Ethical consideration:

The study proposal was approved by Ethical Committee of The Faculty of Nursing, Ain Shams University. Official permission to conduct the study was secured. All participants gave their informed consent to participate in the study. They informed about the study aim and about their rights to refuse or withdraw from the study at any time. Confidentiality of the obtained information was ascertained. The study maneuvers not entail any harmful effects on participants.

### IV- Statistical design:

Data collected from the studied sample was revised, coded and entered using personal computer (PC). Computerized data entry and statistical analysis were fulfilled using the Statistical Package for Social Sciences (SPSS) version 25. Data were presented using descriptive statistics in the form of frequencies, percentages and Mean SD. A Correlation

coefficient “Pearson correlation “is a numerical measure of some type of correlation, meaning a statistical relationship between two variables. Chi Square test is used for testing relationships between categorical variables. Linear regression is a linear approach or modeling the relationship between a scalar response and one or more explanatory variables

### Results:

**Table (1):** shows that more than two thirds of staff -nurses (68.2%) their age were less than 30 years old with mean SD  $29.17 \pm 4.13$ , three quarters (75.5%) of them were females, half (50%) of them had high average diploma and married. More than three quarters (75.5%) of them had less than 10 years of experience in the current position, more than three quarters (75.5%) of them attended training programs.

**Figure (1)** shows that about three quarters (74.5%) of the studied staff nurses were working in non-critical areas.

**Table (2):** concludes that the majority of staff nurses (87.3%) had high perception level regarding instrumental support dimension, and only (16.4%) of them had moderate perception level regarding emotional support dimension. 20.9% of studied staff nurses had low perception level regarding creative work family management as a domain of nursing supervisor support dimensions.

**Figure (2):** demonstrates that majority of staff nurses (81.8%) had high perception level regarding nursing supervisor support.

**Table (3):** showed that less than two thirds of studied staff nurses (65.5%) had high level of organizational embeddedness. While slightly more than one third of them (33.6%) had moderate level of job embeddedness as a dimension of job embeddedness.

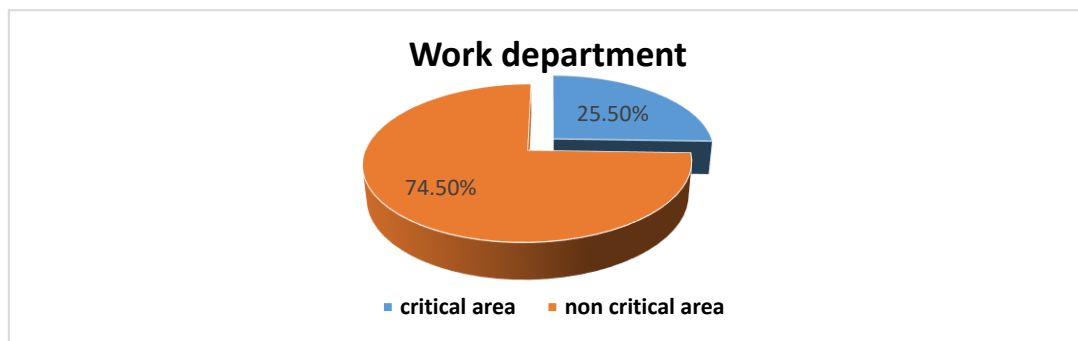
**Figure (3):** concludes that more than three fifths (61.9%) of the studied staff nurses had high level of job embeddedness. While, less

than one third (30%) of them had moderate job embeddedness level.

**Table (4):** concludes that there was significant statistical positive correlation  $n$  ( $r=0.154$ ,  $p=0.01$ ) between participants' total supervisor support and their job embeddedness.

**Table (1):** Personal and job characteristics of staff nurses.

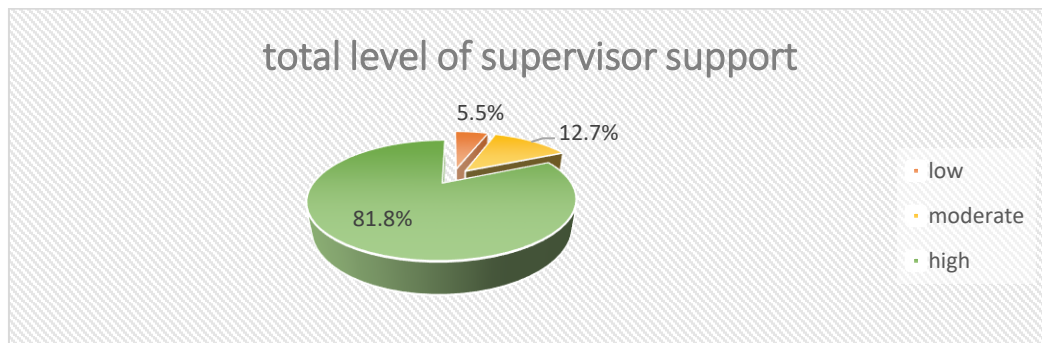
Personal data	Categories	No.	%
Age group	< 30 years	75	68.2
	40 years	25	22.7
	>40 years	10	9.1
	Mean $\pm$ SD		29.17 $\pm$ 4.13
Gender	Male	27	24.5
	Female	83	75.5
Marital status	Married	55	50
	Single	55	50
Nursing qualification	Nursing diploma	36	32.7
	High average Nursing diploma	55	50
	Bachelor's degree	19	17.3
Years of experience in the current position	< 10 years	83	75.5
	10 - 20 years	25	22.7
	>20 years	2	1.8
	Mean $\pm$ SD		8.52 $\pm$ 3.54
Attending training courses	Yes	83	75.5
	No	27	24.5



**Figure (1):** Frequency distribution of staff nurses' work department (n=110).

**Table (2):** Total staff nurses' perception levels regarding supervisor support dimensions (N=110).

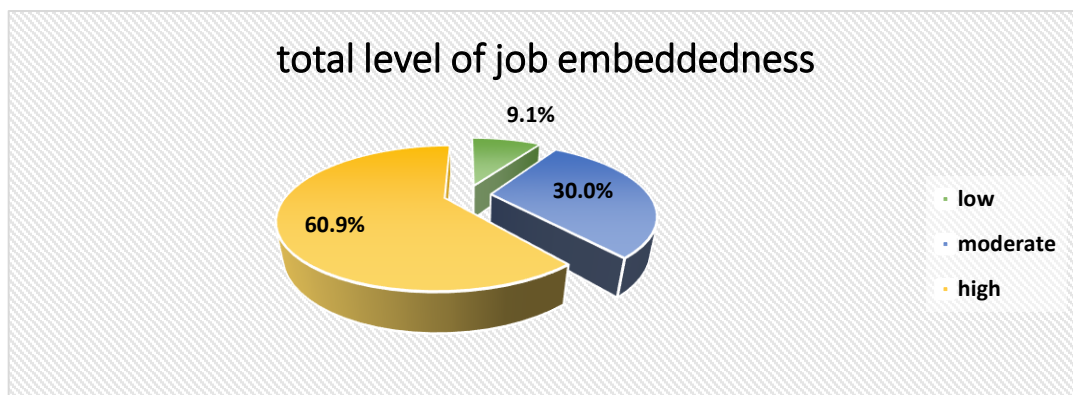
Total nurses' supervisor support	Low >60%		Moderate 60%-75%		High <75	
	No.	%	No.	%	No.	%
Emotional support	0	0	18	16.4	92	83.6
Instrumental support	1	0.9	13	11.8	96	87.3
Role model	1	0.9	15	13.6	94	85.5
Creative work family management	23	20.9	11	10	76	69.1



**Figure (2):** Percentage distribution of total staff nurses perception levels regarding supervisor support (N=110).

**Table (3):** Frequency distribution of staff nurses' level of total job embeddedness dimensions (N=110).

Total job embeddedness	Low >40%		Moderate 40%-60%		High <60%	
	No.	%	No.	%	No.	%
Organizational embeddedness	9	8.2	29	26.4	72	65.5
Job embeddedness	10	9.1	37	33.6	63	57.3



**Figure (3):** Percentage distribution of staff nurse's job embeddedness levels (n=110).

**Table (4):** Correlation between supervisor support and staff nurses' job embeddedness.

	Pearson Correlation	Organizational Embeddedness	Job Embeddedness	Total Embeddedness
Emotional support	R	.186	.152	.177
	P	.052	.113	.064
Instrumental support	R	.312**	.185	.257**
	P	.001	.053	.007
Role model	R	.228*	.051	.141
	P	.017	.594	.143
Creative work family management	R	.008	-.015	.005
	P	.937	.874	.959
Total nurses' supervisor support	R	.188*	.110	.154
	P	.049	.253	.01

\*p is significant at ≤0.05, highly significant at ≤0.001

## Discussion

Healthcare system is facing a serious dilemma, as workloads are increasing, available resources are decreasing and the global nursing shortage is placing a heavy burden on healthcare providers. In most of the health systems, nurses are front-line staff deal with high amounts of stress, information technology and deaths every day. The lack of effective leadership in hospitals is worsening these circumstances (Rathi, 2017),

Perceived supervisor support is a formal, systematic and continuous process of professional support and learning, for practicing nurses, in which nurses are assisted in developing their practice through regular discussion with experienced colleagues with whom they can share clinical, organizational, developmental and emotional experiences (Adams et al., 2019).

Job embeddedness (JE) is a new concept for how well a person was socially enmeshed within their organization. JE reflects employees' decisions to participate broadly and directly, and it moves scholarly attention beyond dissatisfaction-induced leaving. More aptly, JE is a retention (or "ant withdrawal") construct. JE is a specific type of embeddedness and represents a large range of factors that influence a person's relationship with a job and organization.

This study aimed at assessing perceived supervisor support and its influence on job embeddedness among staff nurses through assessing supervisor support as perceived by staff nurses, assessing job embeddedness level among staff nurses, and finding out the relationship between supervisor support and job embeddedness among staff nurses.

Regarding to the first variable investigated in the present study was supervisor support. regarding total staff nurses perception levels about supervisor support dimensions, this result revealed that the majority of staff nurses had high perception level regarding

instrumental support dimension, and only minority of them had moderate perception level regarding emotional support dimension, while less one quarter of them had low perception level was regarded creative work family management as a domain of nursing supervisor support dimensions.

This current result might be due to that nurse perceived supervisors were not the first resource person to get help in regards to jobs and the supervisor not tries to make family, friendly environment. For them, perceived social support from coworkers is more needed in enhancing job performance compared to perceptions of social support from supervisors.

The study agreed with Toyama & Saija, (2017) who found that more than half of staff nurses had high perception level regarding instrumental support dimension, while one third of them had low perception level was regard to creative work family management. But, this current result disagreed with Vilas-Boas & Cerqueira, (2017) who found that majority of staff nurses had low perception level regarding emotional support.

Regarding total staff nurses perception levels about supervisor support, the study result demonstrated that the majority of staff nurses had high perception level regarding nursing supervisor support, while minority of them had moderate and low perception level regarding supervisor support, respectively.

This might due to nursing supervisors are fundamental components in the creation of the social support necessary for the development of positive work environment, which foster nurses can have significant positive effects on medical teams in terms of motivation, added to the development of a strong emotional bond with the organization. With supervisors' social support, nurses not only feel more engaged with work but are also willing to remain in the organization, assuring the necessary stability in the workforce to offer excellent quality of care and services.

On the same respect, the study demonstrated by **Richardson et al., (2019)** who found that one third of studied sample had low perception level regarding supervisor support. While, the current results disagreed with **Ruiller & Van Der Heijden, (2019)** who found that majority of studied sample had low perception level supervisor support.

Regarding staff nurses' perception levels about emotional support as a domain of nursing supervisor support, the study results represented that majority of the studied staff nurses had high perception level regarding the item (Supervisor tries to understand nurses' point of view), more than one quarter of them had moderate perception level regarding the item (Supervisor tries to meet nurse's needs), while no one of them had low emotional support from their supervisors. This result might be consequently, they develop an emotional bond of belonging to the organization and greater affective organizational commitment, along with a strong desire to remain in the organization.

This current study agreed with **Afzal et al. (2016)** who reported that more than half of the studied sample had high perception level regarding the item (supervisor tries to understand nurses' point of view) & supervisor is willing to listen to problems. One the other hand, the result conducted by **Sfantou et al. (2017)** who found that the majority of studied sample reported had high level of emotional support regarding item (supervisor is friendly).

Regarding staff nurses perception levels about instrumental support as a domain of nursing supervisor support, this result revealed that all of the studied staff nurses had high perception level regarding the item (Supervisor orients nurses what concerns patient care), more than one quarter of them had moderate perception level regarding the items (Supervisor tries to meet nurses professional) & (Nurses can depend on supervisor when there is scheduling conflicts), while the lowest perception level was regarding the items (Nurses can depend on supervisor when there is scheduling conflicts) & (Supervisor keeps nurses informed of any decisions that were made in regards to their

patients). This result might be due to instrumental support (i.e., orientation and advice for carrying out tasks) provided by supervisors meant nurses having higher levels of energy at work, even when faced with problems and difficulties, and of concentration on clinical tasks.

This current study agreed with **Trotta et al. (2016)** who found that more than one quarter of them had moderate perception regarding the item (supervisor tries to meet nurses professional). While, **Hina et al. (2018)** was disagreed with the current result who found that more than half of studied sample had high perception regarding item nurses can depend on supervisor when there are scheduling conflicts. Also, this current result disagreed with **Ukaidi, (2018) & Wu et al. (2019)** who found that more than three quarters of studied sample had high perception level regarding the item supervisor recognizes nurses' strengths and areas for development.

In relation to staff nurses perception levels regarding role model as a domain of nursing supervisor support, the current study results represented that majority of the studied staff nurses had high perception regarding the item (supervisor encourages nurses in difficult situation), more than one quarter of them had moderate perception level regarding the item (supervisor demonstrates how a nurse can jointly be successful on and off the job).

While only minority of them had low perception level about supervisor as a role model regarding the items (supervisor demonstrates effective behaviors in how to juggle work and non –work balance) & (supervisor treats all staff nurses equally). This result might be due to the supervisor not act as a role model for their nurses. Also, supervisor not treats all nurses with equity and nurses feel discrimination, which had a great effect of their role model for nurses.

This current result disagreed with **McGrath et al. (2020)** who found that majority of studied sample reported had high perception



level regarding the item (supervisor appreciates nurses for a good job).

On the same line, The study agreed with **Maharmeh et al. (2016) & Ludin, (2018)** who found that less than fifth of studied sample had low perception level about supervisor as a role model regarding the item's (supervisor demonstrates effective behaviors in how to juggle work and non –work balance).

Regarding staff nurses perception levels regarding creative work family management as a domain of nursing supervisor support, this current study results revealed that majority of staff nurses had high perception regarding the item (Supervisor is willing to make changes), and low percentage of them had moderate perception regarding the item (Supervisor acts without consulting the work group), while more than half of them had low perception level regarding the item (supervisor does not allow voicing of different opinions from nurses).

This result might be due to the direct effect of supervisor social support can be explained by the theory of social exchange; nurses may feel valued and grateful for the support they have received and, reciprocally, want to continue as a part of the organization.

This current study agreed with **Lighthall & Hauser et al., (2015)** who concluded that the majority of staff nurses had high perception regarding supervisor is willing to make changes. While, these current results disagreed with **Khan et al., (2018)** who found that majority of staff nurses had high perception regarding supervisor refuses to explain his or her actions.

But, on the same line with **Daemers et al., (2017) who demonstrated that,** more than two thirds of studied staff nurses had low perception level regarding Supervisor does not allow voicing of different opinions from nurses.

The second variable in this study was job embeddedness; regarding staff nurses' level of total job embeddedness dimensions, this current result revealed that more than two thirds of studied staff nurses had high level of

organizational embeddedness while slightly more than one third of them had moderate level of job embeddedness as a dimension of job embeddedness. This might be due to employees was satisfied with their working condition.

On the same line the result of **Halbesleben and Wheeler, (2018)**, who reported that majority of studied sample, had high perception level regarding organizational embeddedness. This result inconsistent with the finding of the **Nafei, (2015) & Karatepe and Ngeche, (2020)** found that employees with high level of job embeddedness.

Regarding staff nurses' job embeddedness levels, this current study result concluded that more than half of the studied staff nurses had high level of job embeddedness, near one third of them had moderate level of job embeddedness, and only minority of them had low level of job embeddedness. This might be due to the majority of nurses had high awareness about their responsibility, but they not identify how to apply effectively.

This current study agreed with **Yoo & Kim, (2019)** who found that more than half of the studied sample had high level of job embeddedness, near one third of them had moderate level of job embeddedness. This current result disagreed with **Lee & Woo, (2018)** who found that the majority of studied sample had low perception level of job embeddedness, and minority of studied sample had high perception level of job embeddedness.

Also, on the same line with **Khan et al. (2018)** who found that less than quarter of studied sample had low level of job embeddedness.

Regarding of staff nurses' organizational embeddedness level as a dimension of job embeddedness, this study result revealed that the majority of the studied staff nurses had high organizational embeddedness level regarding the item (I feel good about my professional growth and development), near half of them had moderate organizational embeddedness level

regarding the item (The retirement benefits provided by this hospital are excellent).

While less than one quarter of them had low organizational embeddedness level regarding the same item. This might be due to provide adequate opportunities for staff nurses, development. While, the hospital didn't provide adequate retirement benefits to nurses, which results staff nurses less satisfied, and not embedded with their work.

This current result disagreed with **Halbesleben and Wheeler et al. (2018)** who found that the majority of the studied staff nurses had high organizational embeddedness level regarding the item the prospects for continuing employment with this hospital are excellent.

On the same line, the study agreed with **Khan et al. (2018)** who found that more than two third of studied nurses had moderate organizational embeddedness level regarding the item (The retirement benefits provided by this hospital are excellent).

Regarding staff nurses' job embeddedness level as a dimension of job embeddedness, this study revealed that the majority of studied staff nurses had high job embeddedness level regarding the item (I like the members of my work group), half of them had moderate job embeddedness level regarding the item (The perks on this job are outstanding), while minority of them had low job embeddedness level regarding the item (I have a lot of freedom on this job to decide how I pursue my goals). This might be due to nurses had a better interaction with their peers.

This current results disagreed with **Ko et al. (2019)** who found that the majority of studied sample reported that had high perception level of job embeddedness regarding I would sacrifice a lot if I left this job.

This current study agreed with **Mitchell et al. (2021)** who found that half of them had moderate job embeddedness level regarding the item the perks on this job are outstanding.

Regarding correlation between supervisor support and staff nurses' job embeddedness, this study revealed that there was significant statistical positive correlation between participants' total supervisor support and their job embeddedness. This might due to the predicted notion that supervisor support function as positive effect and was confirmed in that the higher the experience of job embeddedness, the higher the reported job embeddedness. It is also the case that the greater the embeddedness the more likely the nurses are to report high supervisor support.

This current study agreed with **Kim et al. (2018) & Lee, Yu, (2021)** who found that there was significant statistical positive correlation between supervisor support and their job embeddedness. Also this result congruent with **Eun et al. (2018) & Kang and Jung, (2020)** who found that the strong positive correlation between supervisor support and job embeddedness levels.

Regarding relationship between staff nurses' work department, supervisor support and job embeddedness, this current study concluded that there was significant statistical relationship between participants' total supervisor support and their work department; also there was highly significant statistical relationship between participants' total job embeddedness and their work department. This might due to work department is important factor that effect on job embeddedness and has positive impact on nursing productivity and quality of care.

This supported by **Crossley et al. (2017)** who reported that there was significant statistical relationship between participants' total supervisor support and their work department.

While, this study result disagreed with **Holtom et al., (2020)** stated that there was insignificant statistical relationship between participants' total supervisor support and their work department.

**Conclusion:**

In the light of the current study findings, it is concluded that, slightly more than three quarters of staff nurses have high perception level toward nursing supervisor support, while more than half of staff nurses had high level of job embeddedness. Moreover, the research question was supported by the result of the present study, there was significant positive correlation between nursing supervisor support and job embeddedness among staff nurses.

**Recommendations:**

In the light of the findings obtained from the present study, the following recommendations are suggested:

- 1- Nurse supervisors should periodically meet their staff and encourage them to express their feelings, interests, voice their opinion and view about jobs.
- 2- Provide safe work environments, fair work practices, respect, autonomy, and career advancement.
- 3- Hospital management have to allow staff nurses participation in decision making especially in issues related to them.
- 4- Create strategies that promote supportive work environment such as rewards, flexible work schedules, fair pay and benefits, safe working conditions, and training.

**Future researches can be suggested:**

- 1- Relationship between perceived supervisor support and staff nurses autonomy among staff nurses.
- 2- Examining the impact of work environment, job security and job embeddedness among staff nurses.
- 3- Relationship between perceived supervisor support and absenteeism among staff nurses.
- 4- Investigating the relation between leadership style, and job embeddedness among staff nurses.

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