RESEARCH ARTICLE

THE CORRELATION BETWEEN PSYCHOLOGICAL SAFETY AND RETENTION OF THE NURSES IN JEDDAH PROVINCE, KINGDOM OF SAUDI ARABIA

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ABSTRACT

This study aims to shed a light on the correlation between psychological safety and the retention of nurses in a Saudi Arabia-Jeddah hospital and set counter ideas to prevent nurses from feeling undervalued or treated differently from their co-workers. Linking their behaviors with how they are treated by their supervisors. The current study applied a quantitative method and descriptive research design using survey created on Google form for nurses in Jeddah province. The current study has population 7344 and sample size is 396 nurses. Data analysis by BMI, SPSS program version 21 applying Chi-Square Tests to study the relation between two type of variables which are independent as (Career development,Job satisfaction, Employees Involvement) and dependent which is employees Retention to find the result. The study reached to following results. Many participants were female nurses, their age in-between 20-30 years most of them have graduated with 10 years of experience. Study found a significant relationship between the psychological safety in nurses and their retention, through addressing the three factors related to nurse's retention which is organization, direct managers and the unit level then based on result the study reject null hypothesis and accept the hypothesis because p value was less than 0.05. The p value for factor one related to organization is less than 0.05 as well as factor related to organization and Unit level that's mean those tree attributes highly affect the psychological safety in nursing staff. This study ask hospital administrators to give nurses the recognition they really deserve, and that credit will be based on the department's workload because the degree of psychological insecurity varies in different departments. Therefore, further investigation is needed to determine the level of psychological safety impact in nurses in different departments.

INTRODUCTION

Aim and Objectives: This study will shed a light on the subject of the importance of nurses' retention, and also the psychological safety of nurses, the research will focus more on a particular hospitalin the area of Jeddah. So, the aim of this study is to examine and measure the correlation between psychological safety and the retention of the nurses at the Jeddah province.

Objectives of this study include

- Determining the relationship between career development and the psychologicalsafety of the nurses in Jeddah province.
- Shedding a light on some of the most mentally damaging actions made by superiors totheir nurses.
- Evaluating how employee's involvement can affect the psychological safety of nurse.
- To examine how job satisfaction can make nurses more efficient at working in hospitals, and what outcomes can be expected from it regarding the society in general.

- **Significance of the Study**

The aim of this study is to examine and measure the correlation between psychological safety and the retention of the nurses at the Jeddah province, this paper will evaluate the implication of psychological safety and help the decision makers to create initiatives in the health facilities and to improve the level of retention of the nurses. which will be significant as it will help the people who's working in the managerial level to understand the employee needs. It will help to create a more friendly and healthy environment and find out other ways to deal with employee. Alternatively, it can lead to huge progress in the efficiency of nurses involved, due to less stress from work and more opportunities to develop and upgrade their skills as nurses.

Variables in research

Dependent variable

- Employees Retention: is the ability for organizations to keep its employees (Presbitero et al. 2016).

Independent variable

- Factor related organization affecting psychological safety, by this factor researcher means how the organizer appreciate the value the employee .

- Factor related nursing supervisor affecting psychological safety. The research looking to measure the level of transparency between the stuff & the supervisor
- Factor related unit level affecting psychological safety, here the measuring of being or leaving the passions.

Methodology and Data collection: Descriptive research approach, quantitative research design using to address the relation between psychological safety and retention to determine the factor affected nursing retention in healthcare organization in Jeddah. Study highlighted the most significant factor affected the rate of resign. The study used the primary source of data collected from nursing staff in Jeddah through Google form. At first part of the questionnaire is determined demographic and general information about the participant nurse, like the qualifications and degrees, age and gender, etc. The second part of the questionnaire revolves around factors that are affecting nurses' retention by the organization itself. Where information regarding the nurses' relationship in general with the hospital, and their participation in helping the hospital make decisions, and being respectful towards their opinions. The third part collects data about factors affecting the nurse's retention by the manager supervising the nurses. And it involves how they feel about their superiors, whether it's about communication or responsibility expected from the nurses by the head of the team, or simply feeling left out from big events in the team. The fourth and final part asks about factors affecting nurses as unit level. And it suggests that if the participant is being treated the way they should, like a human being, or whether they are treated like a machine or a unit and receiving bad behavior from the management and superiors. Total number of Nurses in Jeddah Province as mentioned in Ministry of Health Annual Report in 2020 is 7344 nurses and the sample size will be 396. All answers will be included except the incomplete questionnaires (with missing data). Google form was used to collect data from nurses all over Jeddah and Excel sheet using to extract the data from Google web page. The Random Sampling technique used questionnaire as data collection tool and result analyze via Chi-Square Tests. However, there is no specific universal agreement or standard that categorizes research sample size or grouping them into a set of categories.

Chapter Summary: Firstly, research identifies the nursing role in healthcare sectors in Saudi Arabia and all over the world. Then, highlighted the importance of nursing safety at healthcare organization specify the attributes affect their Psychological safety. Secondly, research objectives were state, and question were listed then variables of research were identified. Thirdly, brief for research methodology and sample size was calculated also,

CHAPTER III: METHODOLOGY AND DATA ANALYSIS

Research Approach: The current study applied a quantitative method This cross-sectional research approach will focus on the health care sector within the kingdom of Saudi Arabia - Jeddah. The study uses random sampling cross-sectional research design. The main reason for selecting the cross-sectional research design is that it is essential to explain the phenomenon as it exists. Therefore, this study will help the researcher seek the correlation between psychological safety and retention of the nurses in the kingdom of Saudi Arabia-Jeddah. Ashauer and Macan (2013)

Data Collection: In this study, the researcher used a questionnaire as research tool to collect the primary data from nurses essential to get the study result. A well-designed research questionnaire was sent to the target respondents in different hospitals in Jeddah. The purpose of the questionnaire was explained, and simple language used to ensure that the respondents understand the content (Walliman, 2017). The questionnaire (Google form) was sent through many channels such as WhatsApp, personal Email and other online tools which are more convenient, and it also more appropriate during the period of corona virus pandemic from the beginning of December 2021 till 31 of December 2021.

First part of the questionnaire was determined the participants about their demographic data or general information for nurses, like the level of education and certifications, it also asked about participant gender and age, etc. then the questionnaire include question related to factors affecting nursing loyalty toward their healthcare organization. Moreover, data about the nurses' linked with the healthcare organization, and nurse's contribution in helping the health institution make decisions, and how they are respected when they share their opinions. After that study gather the data related to nurse's supervisor and their effect on rate of retention in nursing staff. It also includes the question about how they feel regard their direct manager, either about direct manager communication or task delegated by them. Questionnaires also address the degree of involvement for staff nurses in important events compare other teamwork members. Finally, it addresses the attribute related to nurses' opportunities in the department to develop their skills and enhance their ability to growth. And it highlighted the direct manager treatment with their subordinated, create safe environment or what called just culture, accept the human err and improve the system processes regardless blame nurses' simple mistakes.

Data Collection Methods: Questionnaire was developed at Google forms then distributed among Jeddah providence nurses. After that data extracted via Excel sheets in order to clean the data and create the cross-sectional statistic then analysis the data in SPSS version 21 to address the research aim and objectives. The current study using WhatsApp nurses' groups particularly in Jeddah to incases the response rate. Study set the population sample of nurses from the annual report of Ministry of Health for 2020. The researcher used the WhatsApp methods not face to face interviews due to COVIED-19 pandemic, to decrease the contacts between the researcher and participants, as well as WhatsApp methods much effective to high respond, easier and faster than emails, on the other hands as a part of the agreements to distribute the questioner through nurses staff, there was mediator between the researcher and the nurses. The Process face many challenges such as keep motivating the nurses to full the questioner while there are busy to achieve the sample size.

Population and Sampling: The target population of this study is 7344 will consist of the registered nurses that have been recruited at the hospitals located in Jeddah at the time of data collection. The target population helps in outlining the essential information that allows the researcher to analyze the correlation between psychological safety and retention of the nurses in the kingdom of Saudi Arabia-Jeddah. Total number of selected nurses is 396 nurses working in the Jeddah public hospitals. In this study, the researcher used the non-probabilistic sampling technique. Random sampling techniques According to Kothari & Garg (2014). whereby Statistical Package for Social Sciences (SPSS) was used to analyze the data (Walliman, 2017).

Validity and Reliability: The current research applies the validity and reliability test (Split half) was about 0.7 as mentioned in the table below, the experimental stage has a sample size of 50. Then the study carried out a survey of a huge sample size to collect and analyze data to document the results.

Split half Reliability

Correlation Between Forms	Spearman-Brown Coefficient	Cronbach's Alpha-part 1	Cronbach's Alpha-part 2	N of Items
.674	.647	.804	.667	20

Ethical Considerations: Ethical approval obtained from Regional Health Director at Jeddah issued in December 2021 Number#1592, Ethical approval state that the researchers should follow the IRB committee guidelines and use data for research purposes only.

Data Security: The data will be used for research purposes only to enhance the managerial skills and decisions in healthcare filled and to identify the problem that affected nurse's turnover.

Chapter Summary: This chapter state the research methods, techniques, and tools that are used in the research, and more information regarding sampling size and data analysis were mentioned. It also drafts the variables and data validity with reliability after that mention the security and ethical consideration.

RESULTS

Table-1 shows that most of nurses participated on the current research were female between 20-30 years old 65% have bachelor's degree as well as more than 30% have 10 years of experience or less. Cross sectional statistic confirm that the data is normally distributed around the mean.

Table 1. Descriptive Statistics for Nurses Participated on the survey

Demographic Variables	N	%
Gender		
Female	306	77%
Male	90	23%
Age		
20-30	210	53%
31-40	150	38%
41-50	36	9%
Qualification		
Bachelor's Degree	258	65%
Diploma	36	9%
Doctoral Degree	12	3%
Master's Degree	90	23%

Experience		
Less than 5 Years	150	38%
More than 5-10 Years	144	36%
More than 10 -20 Years	84	21%
More than 20 Years	18	5%

Table-2 shows that 34% percent agree with the statement said that their efforts are appreciated by the organizations they work for. Around 50% of participating nurses can speak freely. Also, 50% accept hospital values because they are in line with the value they won. 52% chose to use the reporting system with their identification number. Four questions related to organization factors were significant because the p value equal .000 it's less than .05 that's mean the study reject the null hypothesis and accept the relation between nursing retention and organizational environment.

Table-3 shows that 45% of Nurses believe that their contributions in regular department meetings are valued. Moreover, 35% of the participants prove that there is transparency between the direct managers and his staff nurse, and the other 35% disagree with the transparency statement. Additionally, more than 30% disagree with the statement that they receive periodic feedback from their supervisors regarding their personal growth. 42% declare that they are part of important meetings. Plus, about 50% of participants are afraid of making mistakes. 46% thought that the managers blame their employees heavily for their mistakes. The vast majority, 82% believe that if nurses are safe of course, they will be able to learn from their mistakes. 45% did not feel safe while committing the mistake. 53% of nurses think that their mistake has been taken against them. 37% avoided participating with their team because they felt that they are not valued. It was also due to no action taken from the direct manager this led 45% to accept the previous statement. 46% They faced unfair judgments from their superiors. 12 questions related to nursing supervisor were significant because the p value is .000 and it's < .05 that's indicate the study reject the null hypothesis and accept the relation between nursing retention and nursing managers. Table-4 shows that half of the participants agree, and the others do not agree that they have participated in innovation and decision-making. 38% choose neutral for statement refer to ideas were openly shard. 36% disagree with leader because they did not allocate their role fairly. Due to unfair treatment 54% will leaving their passion.

4 questions related to nursing units were significant because the sig equal .000 and the value less than 0.05 that's mean the study reject the null hypothesis and accept the relation between nursing retention and nursing units.

Chapter summary: This chapter analyzes the data which we gathered from all participants in the questionnaire, and the percentages of all choices, the data was thoroughly read, and how it can add up to our previous hypothesis on the nurses' turnover, and probable cause for it. Since the questionnaire was sent to random groups of nurses, the outcome was expected to be randomized, but since it was only limited to Jeddah city, we can't precisely say that it was very thorough, and as so we believe that more cities in Saudi Arabia should participate in this questionnaire, and there should be one person in each city gathering the participants' answers, and this one person should in turn deliver it to the team of researchers that are conducting the study, and then we can get solid evidence that will prove nurses retention is crucial in the medical sector.

DISCUSSION

Result Discussion: Previous studies have found the in 2018 the highest nurse's turnover was recorded by 17.2% of nurses worldwide shifting jobs, with an average vacancy rate of 8% in another study Between 2014 and 2018 average hospitals lost nearly 87% of its entire workforce affected by organization environment and direct managers. The majority of participants were females with an approximate percentage of 77%, and they were from the age of 20-30, which indicates that the current nursing workforce are relatively young, which is close to the literature where a study states that the average age of nurses in Saudi Arabia is 39 after that regarding the nationalities of the participants, they were mostly Indians, and second were Filipinos that means culture change will affect their psychological safety in addition to the organization environment, the majority had a bachelor's degree only, similar to a study made by Kaddourah et el. And Saquib et el. Regarding the years of experience, those groups usually are difficult to retain, especially because they have brand new ideas to improve the work environment, and when they are not accepted, their loyalty level and their psychological safety in the organization will decrease, so this will increase their percentage of turnover as well as retention of employees. In this study results refer also to the majority of participants had around 5-10 years of work experience

The Factors Related to Nursing Supervisors: The Factors Related to Nursing Supervisors shows that 45% of Nurses believe that their contributions in regular department meetings are valued. Moreover, 35% of the participants prove that there is transparency between the direct managers and his staff nurse, and another 35% disagree with the transparency statement which may be an indicator that managers practice nepotism as the literature stated managers might treating employees differently. Additionally, more than 30% disagree with the statement that they receive periodic feedback from their supervisors regarding their personal growth.42% declare that they are part of important meetings.

According to the literature a manager should give a positive attitude toured employee feedback where managers don't focus continuously watching over Unnecessary detail or be less responsive to the employee's questions, doubts, and concerns to reduce the employee's psychological safety. Plus, about 50% of participants are afraid of making mistakes.46% thought that the managers blame their employees heavily for their mistakes. 45% did not feel safe while committing the mistake.37% avoided participating with their team because they felt that they are not valued. It was also due to no action taken from the direct manager this led 45%to accept the previous statement According to Nembhard and Edmondson (2006), treating or interacting with employees on a separate principle constitutes unethical behavior. Employees will focus more on themselves as a result of unfair penalties than on the growth and development of the company.

Table 2. The Factors Related to Organizations Affecting the Psychological Safety

Organizations Factors affecting nursing Retention	(5)	(4)	(3)	(2)	(1)	Mean X2	df	P value
Q1 My achievements& accomplishments arerecognized and appreciated	5%	29%	47%	15%	18	85.156a	1	.000
Q2 I always have a chance to express myopinion easily& freely	3%	44%	24%	23%	24	106.667a	1	.000
Q3 The hospital value aligns with my ownpersonal values	3%	47%	26%	20%	18	38.314a	1	.000
Q4 I do use reporting system (QIS) with My ID	5%	47%	30%	12%	24	85.156a	1	.000

Table 3. The Factors Related to Nursing Supervisors

Years of Experience with Direct Manager	(5)	(4)	(3)	(2)	(1)	Mean X2	df	P.value
Q5 My participation "contributions" in the department's periodic meetings areappreciated and valued	3%	41%	35%	14%	8%	45.601a	1	.000
Q6 There is always transparency in the work between the Head nurse unit and the staffnurse	2%	33%	30%	24%	11%	37.668a	1	.000
Q7 I'm receiving Feedback about the personalgrowth quartile	0%	30%	26%	32%	12%	29.907a	1	.000
Q8 I'm part of important unit meetings	8%	42%	21%	26%	3%	141.856a	1	.000
Q9 I feel scare of admitting mistakes	21%	29%	24%	18%	8%	52.815a	1	.000

	(5)	(4)	(3)	(2)	(1)	Mean X2	df	P value
Q10 My Manger Blame other for their mistakes	14%	32%	33%	17%	5%	86.134a	1	.000
Q11 If nurses are psychologically safe, Surely,they can learn from their mistakes	44%	38%	15%	3%	0%	92.412a	1	.000
Q12 Are you feeling safe when you did the mistake (in case they were mistaken)	2%	15%	38%	30%	15%	40.972a	1	.000
Q13 My human mistake is taken as a failure against me	15%	38%	23%	21%	3%	42.681a	1	.000
Q14 I Avoid contributing to the unit as I'm notvalued	8%	29%	30%	23%	11%	54.739a	1	.000
Q15 I am less likely to share different views with my manager due to fewer actions that isusually taken	9%	36%	36%	14%	5%	43.252a	1	.000
Q16 I faced unfair judgment from My manger	17%	29%	24%	23%	8%	94.307a	1	.000

5= Strongly agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly disagree.

Table 4. The Factors Related to Unit Level

Years of Experience with Unit Level	(5)	(4)	(3)	(2)	(1)	Mean X2	df	P value
Q17 I am part of the innovation and decision maker	3%	29%	33%	27%	8%	107.779a	12	.000
Q18 Everyone shares ideas in their unit openly	5%	30%	38%	24%	3%	101.901a	12	.000
Q19 Are the leadership roles fairly distributed between you and your colleagues?	5%	17%	42%	18%	18%	90.656a	12	.000
Q20 Have you thought about leaving your passion because of unfair behaviors from your directmanager?	27%	27%	24%	15%	6%	117.470a	12	.000

5= Strongly agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly disagree.

This result indicates that more than half of the sample is afraid of making mistakes therefore owning and take responsibility for their actions, although the vast majority, 82% believe that if nurses are safe of course, they will be able to learn from their mistakes. which can be critical in the health care sector not only for the safety of staff but also the patient. According to the literature employees with a high level of psychological safety tend to speak up, share their opinions, and bring their whole selves to work. However, those with a low level of psychological safety tend to feel the need to "defend" their true selves and therefore keep their opinion to themselves. interpreted for the reasons 53% of nurses think that their mistake has been taken against them. 46%They faced unfair judgments from their superiors these respondents represent almost half of the sample.

The Factors Related to Organizations Affecting the Psychological safety: In cases where the level of staff turnover is high, there are many unsolved issues between the management and the employees or among the peers, resulting in low morale, lack of recognition, career growth and development, etc (Baik et al. 2018). Only 34% percent agree with the statement that their efforts are appreciated by the organizations they work for. which is relatively low to the sample size and the lack of recognition might be a cause of nurses' turnover according to the literature. When an employee walks out in an organization, other employee notices and some start wonder in if they should start looking for new jobs Furthermore, 50% accept hospital values because they are in line with the value, they won the literature emphasized the importance of Giving workers the chance to accomplish meaningful work in the firm and having a sense of respect from both management and peers is one of the retention strategies. where only half of the sample have chosen to use the reporting system with their identification number by 52% and nurses can speak freely only by 50% of participating this might be an indicator low psychological safety and as discussed in literature it won't only affect

employee retention and satisfaction but it will also stand on the way of innovation and performance development for both organizational and employee.

The Factors Related to Unit Level: The results of the study showed 36% disagree with leaders because they did not allocate their role fairly. Due to unfair treatment 54% will leave their passion. the literature of a current study has also discussed that the nurses reported a slight level of work satisfaction due to late night shifts with high workload, which is connected with a previous study on nurses in two different public secondary hospitals in Saudi Arabia, associated with nurse's turnover and the intention to leave their current jobs as nurses whether due to bad treatment from their supervisor or less participation in decision process. The finding of our study has further supported the discussed study where half of the participants agree, and the others do not agree that they have participated in innovation and decision-making. in their units by 38% choose neutral for statements referring to ideas that were openly shared.

Chapter Summary

In this chapter we discussed the results, the demographics of the study participants which found that most of the sample is female, bachelor degree holder bin alignment in with international literature when it comes to the average of age 39 and most have a 5-15 years' experience and the majority of the workforce are non-Saudi so the effect of culture change and environment should be considered furthermore we evaluated the participants toward research variables The Factors Related to Organizations, Nursing Supervisors, The Factors Related to Unit level Affecting the Psychological Safety. Finally, by comparing the findings to the literature which have shown

the variable significant to psychological safety and detected a lack of satisfaction and low psychological safety among staff.

CONCLUSION AND RECOMMENDATION

Limitations of Research: The current research found unclear result because the questionnaires distributed among nurses in all department include outpatients so the result unspecified due to different workload and different environment as well as the option of choose (Nature) as an answer in the survey.

Conclusions

The study indicates that the nurse's turnover issue is real, and not addressed properly by the healthcare sector, the result was highly significant but need further investigation for specific areas.

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