The Impact of Organizational Support on Achievement Motivation:

An Analytical Study of Healthcare Workers in the Wilaya of djelfa

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Abstract ;

This study aims to identify the extent of the impact of organizational support on achievement motivation among workers at the Mother and Child Hospital in the Wilaya of djelfa. To achieve this objective, scales (questionnaires) were distributed to a random sample of (18) workers in various professional categories. The results indicated that the level of workers' perception of organizational support and achievement motivation was average, and that organizational support does not have a significant impact on achievement motivation among employees.

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Introduction

The world, particularly the business environment, is witnessing continuous and successive changes across all levels and areas. Due to the ever-changing nature of the business environment, many organizations strive to adapt to these environmental changes, cope with them, and keep up with developments in all organizational activities. In the face of these challenges, attention and focus on the human resource becomes essential to perform tasks efficiently and effectively, through building a cohesive and unified internal structure, providing a healthy organizational climate that helps employees understand, accept, and participate in organizational goals. Additionally, employees should feel supported and assisted by the organization to reciprocate with their support by exerting their utmost efforts to achieve the desired goals collaboratively.

2. *Research Problem*

Amidst the environmental challenges faced by organizations today, it has become imperative to focus on nurturing and developing human resources as they represent the most important element in enhancing the efficiency and effectiveness of organizations. Considering that healthcare institutions play a vital role in achieving social development and balance by providing therapeutic, healthcare, and preventive care to the community, their success and enhancement of their staff's efficiency depend on the effectiveness of their human resources. This effectiveness is not only determined by individuals' qualifications, training, and academic levels but also by the incentives, human relationships support, and care provided in the work environment to meet employees' needs and foster motivation.

Incentives, human relationships, and support tailored to employees' preferences and needs will inevitably enhance their sense of loyalty and organizational commitment. Within this context, the idea of this study is to examine organizational support in healthcare institutions at the Mother and Child Hospital in the Wilaya of djelfa , and its impact on employees' motivation for achievement. This led to formulating the following problem statement :

What is the impact of organizational support on the achievement motivation of workers at the Mother and Child Hospital in Djelfa?

2.1 Study Hypotheses:

- The level of organizational support among workers at the Mother and Child Hospital in djelfa is moderate.

- The level of achievement motivation among workers at the Mother and Child Hospital in djelfa is moderate.

- There is a significant relationship between organizational support and achievement motivation among workers at the Mother and Child Hospital in Djelfa.

3.The Importance of the Study:

This study derives its importance from attempting to find an optimal combination of organizational support provided to employees in the health sector, and its impact on their motivation to achieve. This provides decision-makers in public hospital institutions in Algeria with valuable information to help them identify effective organizational support mechanisms to enhance the achievement motivation of their employees.

4.Study Objectives:

- Trying to understand the reality of organizational support for employees in hospital institutions and its impact on employees' motivation for achievement, by identifying the nature of organizational support perception and the influencing factors, and those affected by it .

- An attempt to identify the reality of organizational support for workers in the Mother and Child Hospital and its impact on workers' motivation to achieve, by identifying the nature of the perception of organizational support and the factors affecting it, and those that it affects.

5.Procedural Definitions:

- **Organizational Support:** It is the employee's perception of the support provided by the organization, related to resources, information, participation in decision-making, goal setting, and striving for their well-being.

- **Achievement Motivation:** It is the incentive that drives employees to achieve their goals and successes in their work .

6.Theoretical Aspect:

6.1 Organizational support:

6.1.1Organizational support definition:

Definition (2000 Masterson): An individual's perception of organizational support is developed through the individual's perception of the organization's appreciation for them. Consequently, the individual uses their own judgments of their perception of organizational support to assess their expectations of the outcomes resulting from their efforts. Therefore,

the more the organization shows interest in and values its employees' efforts, the employees will exert more effort to assist the organization in achieving its goals.

 Definition (2002 Wayne, et al.): It involves activities aimed at influencing the distribution of resources within the organization in a way that benefits individuals or groups within the organization. Definition (2007 Lee & Peccei): It is the feeling and perception of employees that support and assistance will provide them with more care and attention to develop their skills and motivation towards work and productivity. (Alkardiss, 2009)

6.1.2 Organizational Support Dimensions:

One of the most important dimensions of organizational support include:

a. Leaders' behavior to support their subordinates: Various studies have examined the topic of managerial leadership and its impact on numerous organizational and personal factors. The social exchange theory suggests that job satisfaction is linked to employees feeling supported by their leaders. Many studies have found that supportive leader behavior is a key factor that enhances subordinates' job satisfaction and drives productivity.

b. Participation in decision-making: The decision-making process is too extensive for a manager to   handle alone; it requires significant input from individuals. Managers do not work in isolation; their decisions are influenced by the opinions and ideas of those around them and the nature of the environment in which they operate. Some studies have shown a statistically positive relationship between participation in decision-making and organizational support. Perceiving organizational support depends largely on organizational variables, with distributive justice and participation in decision-making being the most significant, rather than individual characteristics like social competence It primarily depends on organizational variables, with the highest being distributive justice and then participation in decision-making. (Al-Joudi, Saeed Ali, and Ben Belkhair, 2019).

c. Support and self-affirmation of employees: Support and self-affirmation refer to employees' belief in the organization's ability to meet and fulfill their needs through positive participation in various roles within the organization. There is a positive relationship between multiple variables such as skill diversity, autonomy, feedback, task clarity, job significance, integrated organizational structure, and individual support and self-affirmation.

d. Organizational justice: Nadiri and Tanova (2010) refer to organizational justice as the perceived fairness of exchanges arising from the dominant relationship in the organization, including employee relationships with managers, colleagues at the same job level, and the organization as a social system. Organizational justice is divided into

two main types: Distributive Justice, which concerns the fairness of outcomes received by employees, and Procedural Justice, which relates to the fairness of procedures used to determine those outcomes. Some also include a third type called Interactional Justice. (Mohamed Jibril and Mohamed Al Awami, 2018).

e. Organizational Structure: It is a framework that defines the administrative levels, lines of authority, and responsibilities within the organization. The organizational structure should be flexible enough to accommodate changes and variations, (Hussein Naji, 2001) encouraging employees to strive for its development and improvement without conflicting with informal organizations. Thus, creating an organizational climate conducive to this is crucial. Furthermore, it is worth noting the relationship between the organizational structure, organizational culture, and management beliefs, particularly regarding the administrative and leadership styles, as well as the degree of reliance on authoritarian and authoritative styles. Certain structures, like the matrix or team-based structures, may be more suitable for enhancing organizational support as they provide freedom for employees to experiment and innovate. Additionally, adopting a horizontal structure with fewer administrative levels and decentralized decision-making, moving away from routines and bureaucracy, enforcing strict controls in the work environment, and ensuring that work teams are closely connected to decision-making centers, can contribute to organizational effectiveness (Mohammed Abdel Tawab, 2002)

f. Communication Pattern: Communication is a continuous human activity involving interaction between the sender and the receiver. This interaction is evident in personal communication, the interaction between the sender and the message, and in message processing. This interaction occurs within a specific social or administrative context that influences both the sender and the receiver and controls the message's quality. (Moorhead & Griffin, 2004)

g. Incentives and Rewards: Incentives are a natural and important tool in the hands of administrative leaders and supervisors in any organization. They can be used to influence the behavior of employees towards themselves, others, the organization, its goals, ambitions, management, productivity, and operations. Therefore, incentives play a crucial role in motivating employees to work, improve their performance, increase their productivity in terms of quality and quantity. The improvement in employees' performance and productivity depends on the availability of the following conditions. (Al-Khadra and others, 1995), so it is clear to us that incentives play a crucial role in motivating workers to improve their performance and increase their productivity in terms of quality and quantity. The improvement of workers' performance and productivity depends on the availability of the following conditions:

- The level of worker's ability to work and efficiency.

- The presence of incentives for workers that motivate them to work and be active.

- The absence of fatigue in workers, which would reduce the quantity and quality of production.

- Worker training to increase knowledge, skills, and efficiency. (Cacioppe, 1999) .

6.2 Achievement Motivation:

6.2.1 Definition of Achievement Motivation:

It is an internal desire that drives individuals to strive for excellence and outstanding performance in the tasks they undertake. Achievement motivation is typically measured by certain tests, one of the most famous being the Thematic Apperception Test (TAT), which requires people to respond to thirty pictures, each of which carries multiple interpretations, and analyze their responses to extract the level of achievement in the respondent. Achievement motivation can also be measured through written materials (such as articles and books).

6.2.2 The factors causing achievement motivation according to Atkinson:

Atkinson states that the inclination or tendency towards achieving success is an acquired motivational readiness that varies among individuals, as well as within an individual in different situations. This motivation is influenced by three key factors when an individual undertakes a task:

- The motivation for achieving success: the desire of individuals to gain the experience of success in order to avoid failure.

- Probability of success: because it is linked to the self-evaluation of the individual who wants to accomplish the task.

- Value of the success factor: increasing the difficulty of the task requires an increase in the value of the success factor to maintain a high level of motivation. (Qabari, 2008)

6.2.3 Achievement Motivation Components:

Some theories explaining achievement motivation suggest that it consists of a single dimension, either seeking success or avoiding failure. Other theories view achievement motivation as a multidimensional system comprised of ambition, perseverance, excellence, independence, self-reliance, hope for success, and fear of failure.

According to (Abdullah, 2003) citing Osoble (1969), at least three components contribute to achievement motivation, which are:

- Cognitive incentive: This refers to an individual's attempt to satisfy their needs by gaining knowledge and understanding. New knowledge enables individuals to perform their tasks more efficiently, which acts as a reward for them.

- Self-direction: It represents an individual's desire for more reputation, prestige, and status achieved through outstanding and committed performance, while adhering to recognized traditions. This leads to a sense of adequacy and self-respect.

- Belonging motivation: In its broad sense, it involves the desire to gain acceptance from others. Satisfaction from this acceptance means that an individual uses their academic success as a tool to gain recognition and appreciation from those whose confidence they depend on.

Imran (1980) assumes that the motive for achievement consists of the following dimensions:

- Personal dimension: This dimension involves the individual's attempt to achieve their ideal self through accomplishments, driven by self-motivation - achievement for the sake of achievement.

- Social dimension: This refers to the focus on excelling in competition with all participants in various fields. It also includes a tendency to collaborate with others to achieve a lofty, distant goal. (Abdullah, 2003)

7.Previous Studies:

✓A study by Shorunke et al. (2014) on "Organizational Support, Knowledge Sharing, and their utilization as a relationship with Social Capital of Insurance Managers in Lagos Metro Police" aimed to examine the relationship between organizational support, knowledge sharing, and social capital of insurance managers in Lagos Metro Police. The study found that organizational support and knowledge sharing have a significant impact on social capital in the researched companies.

✓ Study "Mahmoud Abdel Rahman Al-Shanti" 2015 on "The Role of Perceived Organizational Support as a Mediating Variable in the Relationship between Organizational Justice and Organizational Citizenship Behavior (An Applied Study on Employees of the Ministry of Interior - Civil Sector - Gaza Strip)

The results indicated that organizational support partially mediates the relationship between distributive justice and procedural justice on one hand, and organizational citizenship behavior on the other hand. It fully mediates the relationship between procedural justice and organizational citizenship behavior.

✓ Study by "SamiaHadef" in 2017-2018 on "Professional Pressures and their Relationship with Achievement Motivation among employees of the National Social Security Fund for Non-Salaried Workers (Casnos) in Oum El Bouaki.

The current study aimed to identify the level of occupational stress and achievement motivation, and found a moderate level of occupational stress and achievement motivation, with a partial relationship between the study variables.

✓ A study in 2020 titled "Determinants of Fixed-Term Employment Contracts and Their Relationship with Achievement Motivation among Pre-Employment Contract Workers in the Municipality of Ain El Beida.

This study aimed to investigate the relationship between fixed-term employment contracts and work motivation for contracted workers, as well as to identify the level of achievement motivation. It was found that there is a statistically significant relationship between work motivation and its impact on job stability. Furthermore, there is a statistically significant relationship between work motivation and its impact on organizational commitment, as well as its impact on social services.

8.Study Procedures:

8.1 Study Methodology:

We utilized both descriptive and analytical methodologies. Descriptive and analytical methodologies fundamentally focus on studying phenomena as they exist in reality, aiming to express them both qualitatively and quantitatively. Qualitative expression describes the phenomenon and elucidates its characteristics, while quantitative expression provides us with numerical descriptions that clarify the magnitude or size of the phenomenon, as well as its degree of correlation with other phenomena. These methodologies not only collect information related to the phenomenon to investigate its various aspects and relationships but also extend to analysis, correlation, and interpretation to reach conclusions upon which the proposed concept is built.

In our study, we chose to use a questionnaire as a tool for data collection, considering the nature of the research on one hand and the characteristics of the research community on the other.

8.2 Study population: Workers in the health sector in the state of Djelfa.

8.3 Study sample: 18 individuals working in the health sector in the state of Djelfa.

8.4 Study Tool:

Part One: Personal Information

-Gender   - Age   -Seniority

Part Two: Achievement Motivation Questionnaire

This section consists of 32 statements, including both positive and negative statements aimed at enhancing achievement motivation and its opposite. It includes 36 statements, which is a single-dimensional variable .

Part Three: Organizational Support Questionnaire

It consists of 36 statements, designed as a single-dimensional variable.

A Likert five-level scale was used to correct the study tool's results, with the correction method shown in the table. Regarding the organizational support questionnaire, all statements were positive and in the same direction. The achievement motivation questionnaire included both positive and negative statements based on their content and purpose.

8.4.1 The correction method is as follows:

Table 1. Degree of Alternatives

Alternatives	Strongly disagree	Not Agree	Neutral	Agree	Strongly agree
The Degree	1	2	3	4	5

Table 2. Degree of alternatives (negative statements)

Alternatives	Strongly disagree	Not Agree	Neutral	Agree	Strongly agree
The Degree	5	4	3	2	1

As for estimating the response scores and determining the relative weight of the statements, the following table shows this:

Table 3. The relative weight of averages and their estimation concerning items, and their estimation concerning dimensions and variables

Alternatives		Relative weight	Estimates of the degree of distance	Relative weight
Strongly agree	Strongly Disagree	1.00 – 1.80		1.00 - 2.33
Agree	Disagree	2.60 - 1.81	Low	
Neutral	Neutral	2.62-3.40		2.34 - 3.67
Disagree	Agree	3.41-4.20	Medium	
Strongly Disagree	Strongly agree	4.21-5.00	High	3.68 - 5.00

9. View the characteristics of the study sample: (personal data)

Table 4. Distribution of the study sample by gender

The data	Statement	Repetition	Percentage
Gender	Male	11	61.1%
	female	07	38.9%
	Total	18	100%

It is clear from the table that the number of male members of the study sample is greater than the number of females, as the sample consists of females with an estimated frequency of 7 (38.9%), while males reached a frequency of 11 (61.1%).

Table 5. Distribution of the study sample by age

Data	Statement	Repetition	Percentage
Age	Less than 25 years old	7	38.9%
	25 to 35 years old	6	33.3%
	36 to 46 years old	3	16.7%
	46 to 55 years old	1	5.6%
	Over 55 years old	1	5.6%
	total	18	100%

It is clear from the table that most of the sample members were less than 25 years old, with an estimated frequency of 7 (38.9%), followed by individuals aged 25 to 35 years with an estimated frequency of 6 (33.3%), individuals aged 36 to 45 years with an estimated frequency of 3 (16.7%), and individuals aged 46 to 55 years and over with an estimated frequency of 1 (5.6%), and individuals aged 46 to 55 years and over with an estimated frequency of 1 (5.6%).

Data	Statement	Repetition	Percentage
Seniority	1 to 5 years	10	55.6%
	6 to 10 years	04	22.2%
	More than 10 years	04	22.2%
	Total	18	100%

Table 6. Distribution of the study sample by seniority

It is clear from the table that most of the sample members had a seniority period from 1 to 5 years, with a frequency of 10 (55.6%), while the sample members who spent 6 to 10 years or more in the organization had a frequency of 4 (22.2%).

10. Stability of the study instrument:

It refers to the consistency of the results, meaning that if the measurement is repeated and the same results are obtained, this is the stability, and stability in most cases is a correlation

coefficient and there are a number of methods, and one of the most common methods through which honesty and stability can be measured is the Cronbach Alpha method, which depends on internal consistency and gives an idea of the consistency of the questions with each other and all questions in general. (Nuwaisa, 2015).

The following table shows the coefficients of Cronbach Alpha coefficients:

Table 7. Stability coefficients for the study scales using Cronbach Alpha

Measures of the study	Number of paragraphs	Cronbach Alpha
Organizational support	**36**	**0.939**
Achievement motivation	**32**	**0.768**

The results in the table indicate that the stability coefficient for the organizational support scale was (0.939), which is a good value, while the stability coefficient for the second scale of achievement motivation was (0.768), which is a good value, which means that the study tool is stable and valid for the purposes of statistical analysis and scientific research.

11.Hypothesis testing :

11.1 Level hypothesis testing

- Testing the hypothesis that: The level of organizational support among health workers at the Mother and Child Hospital in the Wilaya of djelfa is average .
- Testing the hypothesis that: The level of achievement motivation among health workers at the Mother and Child Hospital in the Wilaya of djelfa is average .

Table 8. Arithmetic mean and standard deviation of the overall level of organizational support and achievement motivation

Axis	Arithmetic average $\bar{x}$	Standard deviation	General level
Organizational support	**3.16**	**0.3650**	**average**
Achievement motivation	**2.85**	**0.6900**	**average**

It is clear from the table that the level of organizational support was average among the study sample, as reflected by the general weighted arithmetic mean of this axis, which reached (3.16), with a standard deviation of (0.365), indicating that there was no significant difference in the answers of the study sample members about what came in this axis. As for the level of achievement motivation, it was average among the study sample, as reflected in the general weighted arithmetic mean for this axis, which amounted to (2.85), with a

standard deviation of (0.690), indicating that there is no significant difference in the answers of the study sample members about what came in this axis. This means that the responses of the study sample members within this axis were less dispersed and more homogeneous .

Thus, there is a strong case for accepting the first hypothesis that states: The level of organizational support among health workers at the Mother and Child Hospital in the Wilaya of djelfa is average .

There is a strong case for accepting the second hypothesis which states: The level of achievement motivation among health workers in Djelfa is average .

11.2Testing the correlation between the study variables:

To determine the correlations between organizational support and achievement motivation, the Pearson Correlation Coefficient must be calculated, and the following table shows this:

Table 9. Pearson correlation coefficient results between organizational support and achievement motivation

	Achievement motivation	
	Pearson R Correlation	**Morale level (Sig)**
Organizational support	**-0.047**	**0.853**

From the table, it is clear that the correlation coefficient between organizational support and achievement motivation was not statistically significant at the level of significance ($\alpha \leq 0.05$), indicating that there is no correlation between the study variables.

11.3Testing the impact relationship between the study variables:

- Testing the hypothesis that states that: There is a significant impact relationship between organizational support and achievement motivation among workers at the Mother and Child Hospital in the Wilaya of Djelfa.

Determine the influence relationships between the study variables using the statistical methods of (Analysis of Variance)and (Multiple Regression Analysis)

Table 10. Results of variance regression analysis to confirm the validity of the model to test the effect of organizational support on achievement motivation

Source of variance	Degree of freedom	Total squares	Average squares	Value (F)	Determination coefficient(R^2)	Significance level(F)
Regression	**1**	**0.0050**	**0.0050**	**0.0360**	**0.002**	**0.853**
Wrong	**16**	**2.254**	**0.1410**			
Total	**17**	**2.259**				

From the results in the table, it is clear that the value of the level of significance (F), which is (0.853), is greater than the assumed level of significance ($\alpha \leq 0.05$), and therefore we conclude that the model is not valid to test the influence relationship .

Thus, there is a strong justification for raising the hypothesis that states: There is a significant relationship between organizational support and achievement motivation among at the Mother and Child Hospital in the Wilaya of Djelfa.

12.Conclusion and general results of the study:

Through this study, we tried to research and analyze the extent to which the independent variable organizational support affects the dependent variable in this study, which is the achievement motivation of workers in the hospital institutions under study, and the purpose of this was to answer the questions posedby the study, and this study reached severalresults that we summarize in the following points:

12.1Theoretical results:

the Answer to the first question: What is organizational support and what are its types?

Organizational support is the support that the organizational system of an institution or organization provides to its employees, and is represented by providing the tools, resources, and information that employees need to perform their work efficiently and effectively. Organizational support can be divided into several main types:

Administrative support: Includes administrative guidance and direction provided by administrative leaders to employees, and assistance in resolving administrative issues.

Structural support: Relates to the organization's organizational structure, which includes defining functions, roles, and authorities, and ensuring that they are aligned with the organization's goals.

Financial support: This includes providing budgets and funding to implement various activities and projects within the organization.

Technical support: This involves providing the technology, systems, and software that employees need to perform their jobs efficiently, such as information and communication systems.

Career support: Includes support related to training and professional development, job evaluation, and opportunities for growth and promotion within the organization.

Providing these types of support contributes to employee satisfaction and productivity, as well as to the overall sustainability and stability of the organization.

Answering the second question: What is meant by achievement motivation?

Achievement motivation is a type of intrinsic motivation that drives individuals to strive for success and outstanding performance in tasks they undertake. Achievement motivation can be defined as the internal desire and passion for excellence, accomplishment, and reaching specific goals that are characterized by challenge and difficulty.

Achievement motivation is distinguished by several characteristics and factors, including:

Challenge: The individual's desire to face challenges and difficult tasks, striving to excel and succeed in them.

Specific goals: Setting clear and defined goals that the individual aims to achieve, providing clear direction for their efforts.

Personal responsibility: Feeling personally responsible for completing tasks and achieving goals exceptionally.

Enjoyment and satisfaction: Feeling satisfaction and happiness when achieving successes and excelling in various fields.

Recognition and appreciation: Receiving recognition and appreciation from others upon achieving outstanding performance, which increases the individual's motivation to continue striving for success.

Achievement motivation is considered one of the key factors that motivates individuals to work diligently and strive for excellence, both in the workplace and in their personal lives. This motivation plays a significant role in enhancing productivity and achieving goals effectively and sustainably.

12.2 Interpreting the results of the applied aspect

- Regarding the level of the sample's perception of the study variables:

The level of organizational support and the level of achievement motivation among health workers in djelfa is moderate.

The existence of an average level of organizational support and an average level of achievement motivation among health workers is explained by several possible scenarios and effects:

A medium level of organizational support may indicate that there are efforts to provide support and resources by the management or organizational body, but this support may not

be fully sufficient to meet the needs of employees, and a medium level of support can result from organizational policies and procedures that may be medium in effectiveness or in providing the necessary resources and tools to employees.

If the level of achievement motivation is moderate among health workers, it indicates that individuals have some desire and motivation to achieve success and excel in their performance, but it may also reflect the presence of challenges or barriers to effective achievement, which affects the strength of employees' motivation.

Cultural and social factors may have a role in determining the level of organizational support and achievement motivation in the health sector, such as societal values towards work and achievement and the support provided by colleagues and managers, and a moderate level of organizational support and achievement motivation may affect the overall performance of employees in the health sector, as some may suffer from a lack of inspiration to excel and innovate, while they may have a level of support that helps them maintain good performance, and from it, management and officials in the health sector must consider this balance between organizational support and achievement motivation, and work to enhance both to achieve the best results .

  ▪ As for the correlation and influence relationships between the study variables, we
    concluded that:

There is no significant impact relationship between organizational support and achievement motivation among the sample of health workers in the health sector in Djelfa.

The lack of an impact relationship between organizational support and health workers' achievement motivation could point to several possible explanations:

There may be other factors beyond organizational support that influence health workers' achievement motivation. For example, employees' personal factors such as personal ambition, desire to excel, and personal challenges may be the main factors that motivate them to achieve without being affected by the amount of support they receive from the organizational system. There may be variation in how organizational support is applied within different units or departments within the health sector. There may be differences in the level of support based on the culture of the department or unit, leading to variation in the relationship between organizational support and achievement motivation among employees

If directives and goals are unclear or conflicting, this may result in achievement motivation not being adequately fostered despite good organizational support. In this case, there can be mixed responses by employees to the support provided.

External conditions such as economic conditions, government policies, and changes in the health environment can have a greater impact on achievement motivation than

organizational support, as these factors may have a higher priority in determining the extent to which employees are motivated to work hard.

12.3 Conclusion

In light of the results we have reached through this research, it can be said that there is a need to enhance organizational support policies to motivate employees more, which is reflected in the work environment and motivating factors to enhance achievement motivation, beyond average levels, especially in the public health sector, which requires high levels of commitment and performance. It is also recommended to conduct future studies that address other factors that affect achievement motivation, such as organizational culture and leadership, and to explore the impact of different strategies to improve organizational support.

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