

RELATIONSHIP BETWEEN NURSES' SATISFACTION AND THEIR PERCEPTION OF NEPOTISM PRACTICE IN WORKPLACE

AMNAH A. SHUBAYRA

Nursing senior specialist in nursing. Ministry of health - King Saud Medical City Riyadh KSA.

Email: a.shubayra@ksmc.med.sa

FATIMA S. ALHWSAWI

Nursing senior specialist in Nursing administration and education. Ministry of health. King Salman hospital, Riyadh KSA.

FERYAL F. AL SHARAR

Nursing senior specialist in Nursing administration and education. Ministry of health. King Salman hospital, Riyadh KSA.

SAYED SHAHBAL

Department of Psychology, International Islamic University Islamabad Pakistan.

Corresponding author Email: syedshahabal@gmail.com, Orcid: [https:// orcid.org/0000-0002-5383-491X](https://orcid.org/0000-0002-5383-491X)

Abstract

Background: Working in the clinics usually ponders on the internal as well as external workplace balance that must be free from injustices, inequality, and racism. Nepotism is one of the most effective qualities of working societies that affect the personal perception of the nurses working in hospital and reduces job satisfaction, especially among nurses. **Aim of the study:** The current study aims to explore the relationship between nurses' satisfaction and their perception of nepotism practice. **Method:** A descriptive qualitative method operationalizing the convenient sampling technique to collect the data from staff nurses, nurse managers, and head nurses enrolled in in-patient units (n= 18) and/or out-patients in 3 government hospitals in Saudi Arabia, the interviews were conducted to assess nurses' satisfaction and perception of nepotism practice in the workplace. **Results:** The qualitative content analysis was conducted, with 8 themes and 16 subthemes designs. The themes were presented as follows: Misuse of authority, Poor patient care, Culture Issues, Misuse of Nepotism (Wasta), Dissatisfaction, Satisfaction, Reputation, and Discrimination. Themes were divided into sub-themes that demonstrate the in-depth dimensions of each theme. **Conclusion:** Findings indicate that inequality and nepotism violate society and workplace norms and in return elevate job dissatisfaction among nurses. Solutions include strict administrative policies and procures as well as the rules and regulations by using advanced electronic systems. Reduction of workplace nepotism requires an unbiased, unprejudiced, and fair working committee that works for the appropriate flow of the work like designations, promotions, scholarships, etc.

Keywords: Nurses; Head Nurses; Nurse Mangers; Nepotism; Wasta; Cronyism; Favoritism; Satisfaction; Perception.

INTRODUCTION

Saudi Arabia and Arab culture are like Asian countries which depend on the social relation that is typified by a reciprocal network in their daily living. Thus, this relationship will be overwhelmed by the eminence or renowned person's relatives, lineage as well as tribes (Alotaibi 2021). Arab society lives in a social relationship culture where we habitually see how nepotism (wasta) super passes over meritocracy. The society of the kingdom of Saudi Arabia, the Gulf, and Arab components of more than 200 tribes (Ayoub et al., 2019; Tribes of Arabia, 2018). The culture of these tribes is to support each other, so asking for nepotism is a way to profess these values and reinforce social relations (AlAmeel & Mosli, 2018). Social relation has so many definitions, the most prominent definition is the social interactions between people. Thus, interpersonal and personal relationships will be existing (Kelley, 2021). An interpersonal relationship comes from the context of social and cultural (Mieziene et al., 2021). There are numerous sorts of relations such as social, political, and professional relationships. These kinds of relations involve intrigue to gain authority or power which eventually leads to counterproductive (Algoe, 2019). Furthermore, there are some factors that influence social relationships such as kinship or family relations, marriage relations, and places of worship. Moreover, this interpersonal relationship can be a positive or a negative effect of this relationship (Cheng, 2021; LEE & CHOI, 2019; Yang & Tu, 2021). Whether the outcomes of these relationships are positive or negative, it's still considered "nepotism" (Kawo & Torun, 2020).

Some people called nepotism cronyism, favoritism, or wasta (Osipian et al., 2020). These concepts are almost having the same purpose. However, cronyism is a wide concept known as preferential treatment, while favoritism is shown to relatives or friends for specific jobs or positions regardless of their qualifications, skills, and experiences (Burhan et al., 2022; SERFRAZ et al., 2022). Also, favoritism is considered a social interaction to prove solidarity and loyalty among family, friends, tribesmen, and neighbors (Jensenius et al., 2018). In Arabic countries and Saudi Arabia specifically, the concepts are called wasta or vitamin "waw". Waw (و) is the first letter of wasta in Arabic and equivalent to the English letter "W" as mentioned above (The concept of wasta, 2017).

LITERATURE REVIEW

A major slice of society in the Arab world believes that nepotism is one major obstacle to nation-building and country development (Falode, 2019; Yung, 2019). Using power to get jobs or unfair advantages for family, or acquaintances is killing people's enthusiasm and eagerness to achieve the goal of social development (Yavuz et al., 2020; Ignatowski et al., 2019; Mishra, 2021). In addition to that, the administrative and political

systems in those countries lack transparency and accountability (Szakonyi, 2019; Tytko, 2019). In Arab countries “nepotism” is not always considered a type of “corruption” (Lee-Jones 2019; Onyia, 2020), especially when there are two parties only. Therefore, nepotism will be considered as corruption only if it’s granted at the expense of a third party (Nnaemeka, 2021). A study conducted in USA and Jordan showed that participants in each country agreed that nepotism affects student performance, however, there were variations in the perception of nepotism although it was not statistically significant (Feddersen et al., 2020). Moreover, a study conducted in Saudi Arabia showed that the human recourse department suffered from nepotism "wasta" during employee recruitment (Ombanda, 2018). However, there is no study has been conducted in the nursing setting to examine the effect of nepotism on the healthcare profession. To the best knowledge of the authors, this will be the first study of this phenomenon.

Conceptual Definitions

- Preferential treatment is nepotism. The word nepotism is from the Latin word 'nepos', meaning “nephew” (Gholitabar et al., 2020). The concept of nepotism refers to the misuse of office in favor of family members (Sarbunan, 2021).
- Job satisfaction is a term used to describe how content an individual is with his/her job (Judge et al., 2020).



THEORETICAL FRAMEWORK

Herzberg Theory

The two factors theory in career and job satisfaction by Herzberg (1971) was used as the framework for this study. The theory concerns a person’s two-dimensional need system. It proposes that one is influenced by motivational and hygienic factors.

Herzberg's findings revealed that certain characteristics of a job are consistently related to job satisfaction (Motivational factors), while different factors are associated with job dissatisfaction (Hygiene factors). Solve this problem by eliminating job dissatisfaction and creating conditions for job satisfaction (Chiat & Panatik, 2019).

Research Problem

From researchers' experiences; they've been encountering in their work a lot of clinical and non-clinical assignment, upgrading, and positioning regardless of the staff experiences, leadership skills, requirement criteria, commitment competencies, and qualification that leads to either job satisfaction or dissatisfaction. Thus, the intention to be addressed in this study is to examine the relationship between Nurses' Job Satisfaction and their Perception of Nepotism

Research Questions

1. Can you define the concept of nepotism (Wasta) in your statement? What do you think are the reasons behind nepotism in the workplace?
2. Have you ever witnessed nepotism (wasta) in your working place? If yes, please elaborate more on this experience
3. How do you believe that nepotism (Wasta) affects nurses' job satisfaction?
4. What do you think are the advantages and disadvantages of nepotism (Wasta)?
5. In line with KSA 2030 vision, how do you think nepotism (Wasta) practice will be minimized?

METHODOLOGY

Research Design

A descriptive qualitative method (Ward et al., 2018), exploring the relationship, semi-structured- focus group – interviews to explore nurses' perceptions about nepotism and how this practice affects their satisfaction are used for this study through a convenient sampling technique used to collect the data.

Research Setting

The study was conducted in three government tertiary hospitals to find out the nursing staff who has enough opportunities to explain their perception and satisfaction.

Participants

The target population for this study was all nursing personnel working in Saudi Arabia hospitals.

Focus Group Technique

Focus group technique descriptive qualitative method, semi-structure- focus group – interviews were carried out. Follow-up questions were used to clarify what the

participant meant. The researchers decided to analyze the manifest data and interpret the meaning unit (Lupton, D., & Maslen, 2019).

Data Collection

The researchers collected data from July until August 2018. After permission was provided from CNO offices, the participants were selected by the DON and head nurses to meet the criteria of the study. The participants received information regarding the study research questions and were informed that the interviews were to be recorded.

Data Analysis

Interviews with 4 groups (18 participants) were carried out with semi-structured interviews and the material was analyzed using content analysis. Data were stored into themes and subthemes (Table 2).

Ethical Consideration

Permission was granted from the administrative personnel of KSMC & KFMC. A written communication letter was distributed by Chief Nursing Officer (CNO) to the Directors of Nursing (DON)/head nurses (HN) to facilities the study to be conducted. Ethical codes of conduct were strictly adhered to at all stages of the study.

RESULT

Response Rate

In this study, 18 registered nurses (RN) participated in four focus group (n=18), the average experiences were three to 26 years. The participants were from different nationalities and all of them the English language is not their tongue mother. The demographic data for the focus group interview are shown in Table 1

Table 1: Demographic data of participants

Code	Nationality	Gender	Years of experiences	LOE	Position
KSMC-M	Saudi	F	9	Bachelor	Nurse Manager
KSMC-H	Egyptian	F	17	Bachelor	Nurse Manager
KSMC-N	Pilipino	F	24	Bachelor	HN-Educator
KSMC-S	Pilipino	F	10	Bachelor	HN-Educator
Yammama-1	Saudi	F	7	High diploma	Head Nurse
Yammama- 2	Saudi	F	26	Bachelor	Unit Supervisor
Yammama- 3	Saudi	F	13	Bachelor	Head Nurse
Yammama- 4	Saudi	F	9	High diploma	Staff Nurse
Yammama- 5	Saudi	F	13	Bachelor	Head Nurse
PSH- 1	Indian	F	8	Bachelor	Head Nurse
PSH- 2	Indian	F	22	diploma	Head Nurse

PSH - 3	Indian	F	20	diploma	Head Nurse
PSH - 4	Filipina	F	15	Bachelor	Head Nurse
KSMC- 1	Filipina	F	9	Bachelor	Staff Nurse
KSMC - 2	Indian	F	12	diploma	Staff Nurse
KSMC - 3	Saudi	F	5	diploma	Staff Nurse
KSMC - 4	Filipina	F	15	Bachelor	Staff Nurse
KSMC - 5	Saudi	F	15	Master	Staff Nurse

In line with the aim of this study, to describe, the interview data were sorted into eight main themes and 16 subthemes. Due to the large amount of data arising from the study only the main themes and selections of subthemes were presented. An illustration of the themes and subthemes is shown in table 2.

Table 2: Themes and subthemes of nurse perception of nepotism practice in the workplace and their satisfaction

Themes	Sub theme
Misuse of the authority	Abusing the authority
	Exceeding the use of power and authority
	Improper implementation of power and authority
	Breaking the rules and regulations if the system
Poor patient care	Violation of patient's rights
	High risk for errors
Culture issues	Personal & Interpersonal relationship
Misuse of nepotism (Watsa)	Massive exercising the nepotism (Wasta)
Dissatisfaction	Discontentment in the workplace
	Self-distrust
	Un recognition of Staff efforts
Satisfaction	Advantage
	Contentment in the workplace
Reputation	The negative impact of nursing administration
Discrimination	Inequality dealing ship
	Differentiation in treatment

Interviews with four groups were carried out with semi-structured interviews and the material was analyzed using content analysis. Data were stored into eight themes and (16) subthemes. The themes were presented as follows:

MISUSE OF THE AUTHORITY

Abusing the functions

In this study, nurses described abusing the functions of their responsibilities as the main issue. They pointed out how abusing the functions of authority affected the credibility of the work.

PH - Yes it is also mishandling to that position especially if they are in as level of director or CNO

PYamama1 - By force she will go to the high authority anywhere, and she will bring paper or they will talk to me by force give her vacation if I will not sign it will affect me also.

Exceeding use power and authority

The nurses described their experiences with misuse the authority like mishandling the power and authority that they have, in addition to that they interfere other people plans and objectives which has direct impact in the workflow, staff satisfaction and quality of patient care.

PSH1- Sometimes they will say I cannot give you this because you have to rotate. They will go and ask to the higher authorities then they will ask there then they will tell us that okay you give them this like this like this

PYamama1 -We put the schedule equal for all then the, for example, the director or nursing director will contact here to change her duty, put her continuous morning or weekend off like that.

PKSMC-2 - Asking favor or help from the one who is superior to me like example yes I need help in anything I can ask that person that he could help me with my problem

Improper implementation of power and authority

Participants stated improper implementation of power and authority which they mean here that mostly the people implemented nepotism lead to a negative impact on employee and eventually created an unhealthy environment in the workplace.

PYamama2-Using the power to reach to what I want to get a job to get a good salary or like that

PKSMC-N I'm more qualified than her know and then she got the promotion

Some participants mentioned that yet to get their rights like sick leave sometimes they need wasta to get it.

PKSMC-3 -I have a medical problem at the back when I came here in OPD, of course, I think maybe two hours for just an appointment I really have pain after two hours I go already to the doctor she did not give me a sick leave and then by next week I have a friend and then she saw me really in pain then she told me we will go to OPD then she told me okay just wait here I will help you then maybe after 2 or 5 minutes she has already sick leave for me and that's the meaning of exactly the wasta

Breaking the rules and regulations of the system

In the fourth subtheme, the participants believe that anyone will use nepotism definitely they are going to break the rules and regulations of the system which will slow the building of the country's development.

PSH1- Honestly I can tell you when we will send absent forms to IDARA for the staff, after a few days if you will go to the salary scale for them there will not be any salary reduction because the paper itself is being removed from IDARA How! This is by Wasta, we know this one we are facing all these problems because the one that person he has some friends or somebody in IDARA who can manipulate this paper to be disappeared from the staff file

PKSMC4- The patient is asking a special nurse or someone nurse for him and he started his dialysis early time before other patients and this is making some problems in our unit. He has Wasta that's why even if they refused they will make problems and they will get what they want

POOR PATIENT CARE

Violation of patient's rights

Most participants mentioned how the nepotism can influence the quality of patient care. The participants described that the number of patients was increasing in unofficial ways because some employees use their connections to bring their family or relatives and took the turn of other patients. Eventually that the work overload caused by the staff shortage and time limit led to that nurses could not give adequate information or guidance to their patients

PKSMC-5 - There is actually no time to give health education to the patients because limited time for 10-15 minutes more additional wasta patients

PKSMC-5 - If you are in the higher level position you can come just and ask the doctor to enter and see the doctor even how many patients are waiting in the clinics for months, even six months, or seven months

High risk for errors

Most of the participants mentioned the relation between nepotism and a high risk for errors. Participants mentioned that additional wasta appointments or extra assignments due any many reason will lead to medical errors. Also with these extra work there is no benefit credited to them and that would lead to not being motivated to work hard

PKSMC-1- I have experienced this just recently with my sister she was diagnosed completely by mistake. The doctor because was overloaded with additional patients and

she told me one of the things he was in a hurry and each time he asked the staff how many patients were left. He didn't even explain so he didn't have the time he is pressured so there are so many negative things in wasta

P KSMC-N She will not be motivated to work harder and it will lead to poor patient care

PYamama5 - Once you will have assignments you have to do but once she will not come you will have extra work; mistakes will be extra-

CULTURE ISSUES

Personal and Interpersonal relationship

PKSMC-H- There is a new hire staff came to our hospital and the distribution of the staff was unfair because it was not given for the needed section and it was distributed for the light work unit so when we finalize most of them they were with a close relationship and also as I told from the same family some of our relatives.

PYamama4 - There is new hire staff came to our hospital and the distribution of the staff was unfair because it was not given for the needed section and it was distributed for the light work unit so when we finalize most of them they was with close relationship and also like I told from the same family some of our relative.

PKSMC-D There is one new staff yah from Philippines like a niece of one person in the hospital then like take care of her she is my niece don't let her with very hard work, during the check offs or orientation do not be hard on

MISUSE OF THE NEPOTISM (WASTA)

Massive exercising the nepotism (wasta)

In this study were also highlighted the Massive exercising the nepotism (wasta) that had highly negative impact to every member work with. Also some staff are demand for wasta in every matter even if it's simple thing like duty, day off or vacation. In addition to that some people with power extended their effects to other institutional or places

PSH4 I mean like having vacation like having position like having aaa for that favor then they can go to that person whom they have that confidence to go with so they can back them up then they can get what they want

PYamama5- Sometimes the wasta comes out of the hospital

DISSATISFACTION

Discontentment of the workplace

Most of the participants agreed that *wasta* highly influences the staff job satisfaction and has a highly significant impact emotionally, psychologically, and physically then on the enjoyment of their job. Nepotism started to affect the good staff in both ways direct and indirect

PSH1- I know very well that what I did is wrong, but still I helped her because somebody told me. But when you go in the level of your position and where you are standing you're feeling negative there's

PYamama1 - All the Saudis also who see that people did not come for the work they will do the same they will start to even absent without *Wasta*, they will start to bring sick leave to be absent because it is overload for them they will start to do anything. They will be careless also

PYamama4 - They will be really feeling bad she's having let's say straight morning, weekend off while the others who is working hard shifting and there is no benefits

Self-Distrust

The participants stated that they have doubted of self-confidence and ability since there are a lot of people who interfere their plans and decisions

PSH4- *Wasta* will downgrade your personality you will be your self-esteem will go down because you cannot stand what is your opinion

PKSMC-N - I'm more qualified than her know and then she got the promotion my self-esteem as person as staff will really affected I will feel down and I feel really my work will be effected

Unrecognition of Staff Efforts

In this subtheme the participants meant that nepotism in the workplace will neglect the work of the good staff then the recognition and acknowledgment will be for those who having *wasta* thus these good staff will miss many opportunities such as self-development award and so on.

PKSMC-H- Some of them also they will get all appreciation and they will be promoted for to attend any event any lecture

PKSMC1- It will have negative effect on staff nurses like those who are performing very well but they didn't have *wasta*, so they are competent nurse they are not promoted or

they are evaluated less. So eventually that will have a negative impact then they will just don't care, so eventually the patient's will suffer

PKSMC-3- We will work very hard and then at the end still us cannot receive some recognition. Yah or highly reward like that it will be really negative

SATISFACTION

Advantagement

Most of the participants explained that using wasta to get things done like their rights or to helps others or even use it as shortcut the long process of the routine will be one of the advantagement of wasta. Moreover, some participants assured that wasta will courage the staff in order use it in constructive ways

PSH4 - If it's used in a constructive way it will be good for that staff who has been the victim of that Wasta

PKSMC-2- The good point of having wasta or someone you know who could help you. Like if you need like usually its happening ma'am m in the nursing department

PYamama1 - If you have friend in OPD staff, she will help you to get the sick leave

PKSMC-1- Two weeks ago I've been asking for something for request like as official request and I've been waiting for this for around two years with a phone call from a colleague who has a very strong relationship with the superiors here in this hospital it just from tomorrow that problem fixed

PSH1 For the advantages I can say it is easy way so that no need for you to go to many persons and no need for you to suffer

Contentment in the workplace

Many participants mentioned that if wasta will be considered as staff acknowledgment and encouragement so then it's okay to be used.

PSH3 - Yes it's like I have told that it will help if you are giving favor to the person just to make him or her function well

PSH1- If you are just giving favor to those who are having this good quality you bringing out what is more that they can bring out and maybe some staff will see that it is good to do

REPUTATION

Negative impact of nursing administration

Participants mentioned that Wasta will have a negative impact in our professionalism. The reputation of some unit, hospital or department are already known within the staff. Wasta in nursing destroyed the nurses and encourage them to leave the job or the field

PSH5 - We are forced to do it that way by our superiors because we are holding position and we have certain I'm talking about vacation

PSH1 - It will affect your professionalism

PKSMC-M- They will not continue the same filed. From now don't even think to go to that department to that filed to that hospital

PKSMC-3 -At the end and sometimes you will yeah ma'am you will quit from your job because the system is not fair

DISCRIMINATION

Inequality dealing-ship

There are some factors that let wasta going to the path of discrimination; these based in the nationalities, positions or authorities. Foreigners feel that they are excluded because of the wasta and other staff relationship

PYamam1 - I am foreigner in this country, no one will help me, and no one will listen to me

PSH1- I can say that maybe the Saudi nurses are not shifting and if another nurses Sudanese she will say why she is not do shifting why I will do shifting then, she can say! Indian or any other because we have different nationalities so how we can implement, we have to be unique

Differentiation in treatment

The other subthemes were described by the participants that they are not happy with that because they treat people differently for examples the Saudi staff demand to have all the preferences like weekend off, only morning duty and it will be grantee which obvious the discrimination the differentiation in treatment

PYamama5 - Usually we will feel unfair sometimes because some people who's having Wasta, they will treat different than you

PPSH3 - Let's speak frank with this one Saudi and non-Saudi. Saudi are asking not to be rotate, always morning like that or not to go off with Friday and Saturday because they have their family like that

PKSMC-3- I have medication error then the next day they called my attention the supervisor, the clinical instructors and then they called all the night shift and the morning shift just to witness the one who is the staff nurse having medication error. So I am there with the staff and then that supervisor telling me ohhh she is the one like that and then again the next day ma'am the other staff doing also same medication error but that staff with other nationality but they just Kali Wali (Leave it)

DISCUSSION

Misuse the authority

In this study, the researchers illustrated four themes and each theme had subthemes. The participants reflected upon their experiences with nepotism. Misuse of authority was described as the main theme of nepotism. It seems as if people with power and authority must function in their roles and responsibilities as it's and they must know their limitations in order to provide optimal nation-building and country development the country. If not, it can directly affect the quality of care and corruption. There is a finding conducted in Bengkulu (Iskandar, 2019) that stated that nepotism impact individuals and society. Also, there is another study done by Djatmiko, 2019; Cerdeira & Lourenço, 2022 Proved that major Arab society believes that the first obstacle to development is nepotism. However, still, some Arab countries are not always considered a type of "corruption" (Thabit, 2019; Hamoudah et al., 2021).

In this study, the responses were divided into four subthemes regarding the misuse of authority. The first subtheme is abusing of the functions; the participants highlighted how abusing the functions highly affected the work credibility. Most of the participants described this concept as mishandling the implementation of the functions beyond their scope of responsibilities. The second subtheme is exceeding the use of power, and authority; the participants from nurse manager levels are disappointed in nepotism because it's implied difficulties with their interfering with their plans and objectives which has a direct impact on the workflow, staff satisfaction, and quality of patient care. The third subtheme is improper implementation of power and authority; participants stated people implemented nepotism in improper ways which lead to a negative impact on employees and eventually created an unhealthy environment in the workplace. Ahmed, (2021) proved in his study how the improper implementation of wasta creates unhealthy organizational culture and social isolation.

The fourth subtheme is breaking the rules and regulations of the system; many participants mentioned that anyone going to practice nepotism means they will do a thing against the policies and procedures of the system.

Culture Issues

Nepotism culture-wise was mentioned as an important theme according to the participants especially when most of them stated that personal and interpersonal relationship has strong effects in the workplace. Nepotism is highly used with close connection by emotional, blood, or social bonding or mutual experiences. Most of the participants share their experiences when the relationship interfered with the organizational plans thus affect in many ways, specifically if they granted the newly graduated staff their demands and allocated them to a non-nursing job like secretaries.

Massive exercising the nepotism

In this theme, the participants highlighted one main subtheme; the information in this subtheme shows how massive exercise the nepotism is directly affected and it could lead to negative impacts such as unfair treatment among the employees. The bad thing in nepotism that people with power forces their subordinates to obey or follow their commands. Unfortunately, the demand for nepotism sometimes comes out of institutions or organizations.

Dissatisfaction

In this theme the participants highlighted three main subthemes; the information in these subthemes shows how nepotism affected and leads to many negative impacts on the job work as well as the staff contentment. This will let staff feel that they have no value as well as self-distrust and high discontentment. Some researchers argued that nepotism clearly affects the personnel's motivation, feeling of fear and negative thinking, and the feeling of being needless in the organization (Gholitabar et al., 2020).

Many participants mentioned how nepotism affected them psychologically and emotionally because wasta people are enjoying the preferences. Many participants considered nepotism as an obstacle to enhancing their information, experience, and performance as well as the chances to get positions (A Abbasi, 2020). Another finding of a study had been conducted by Gholitabar et al., (2020), in Cyprus found that favoritism and cronyism create job stress in the workplace and this increases dissatisfaction of the staff with their organizations.

Satisfaction

Although the theme satisfaction of this study contributed to two subthemes that encourage in use wasta. Some participants preferred to use wasta among the staff but reasonably and fairly since they believe it could be a source of contentment to the staff

in their workplace as well as *wasta* has great advancement. A big group of participants recommended using *wasta* in constructive ways to encourage the staff to give more acknowledgments and encouragements. Some participants also mentioned if they are going to hire someone that they know is not wrong as long as this person is qualified and will go through the right process (Vveinhardt & Sroka, 2020).

Reputation

Reputation is one of the themes in this study which revealed the negative impacts of the participants in nursing administration. Most of the participants expressed their resentment about the management of the nursing office and how they are affecting in the nurse managers' responsibilities. There is a study conducted in Saudi Arabia showed that the Human Resource Department suffered from nepotism "*wasta*" during employee recruitment (Burhan, 2020). Moreover, Jeong,et al., (2020). Stated that in order to eliminate the negative impact on the organization's commitment and job satisfaction we must work on the nepotism phenomena

Discriminations

Discriminations are the last theme mentioned by the participants and two sub-themes: inequality dealership and differentiation in treatment. These two points highlighted the discrimination that is used in the workplace. Many participants complain of unfair treatment based on their nationalities, positions, and relationships. Foreigners express their discontentment in the workplace due to differentiation in treatment. According to the research (Erden & Otken, 2019; Kaushal et al., 2021; Gorji et al., 2020; Shahbal et al., 2022) using power to get jobs or unfair advantages for family, or acquaintances is killing people's enthusiasm and eagerness to achieve the goal of society's development.

CONCLUSION

The findings of this study highlighted important insight into how the relationship between nurses' satisfaction and their perception of nepotism practice in the workplace. This study showed unrecognition of staff efforts and discontentment in the workplace such as burnout, turnover, and effect on the organization and nurses' manager levels. However, this study still showed that nepotism has an advantage and contentment in the workplace.

Nursing Implication and Recommendation

The findings of this study may be valid for the nursing profession in Saudi Arabia, to enhance the nurse's satisfaction in their workplace. The findings of this study can help nurses to motivate themselves and be proactive and productive which eventually inspires their satisfaction. Administrative control committee for such decisions that have

major effects on the workflow as well as the organization like need to meet certain criteria in designations, promotions, scholarship. Also, it's recommended to have an advanced electronic system to control the manipulation and the dictatorship. Follow the ethical value and professionalism, avoid discrimination of nationalities, and unify the working hours, leaves, and holidays for Saudi and non-Saudi as well.

LIMITATION

The location with a limited number of participants could limit the generalization of findings to other health organizations. The English language is the second language of the researchers and participants. Moreover, the participants were voluntary, which may have affected the accuracy of the sample.

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Appendix

Appendix (I): IRB

For two hospitals and two Primary Health Care

Kingdom of Saudi Arabia
Ministry of Health
King Fahad Medical City
(162)

المملكة العربية السعودية
وزارة الصحة
مدينة الملك فهد الطبية
(١٦٢)

مدينة الملك فهد الطبية
King Fahad Medical City

IRB Registration Number with KACST, KSA: H-01-R-012
IRB Registration Number with OHRP/NIH, USA: IRB00010471
Approval Number Federal Wide Assurance NIH, USA: FWA00018774

June 5, 2018
IRB Log Number: 18-286E
Department: External - KSU
Category of Approval: EXEMPT

Dear Dr. Homood Alharbi, Fatima Alhawsawi, Feryal Alsharar and Amnah Shubayra,

I am pleased to inform you that your submission dated May 31, 2018 for the study titled '**Relationship between Nurses' Satisfaction and Their Perception of Nepotism Practice in Workplace**' was reviewed and was approved according to ICH GCP guidelines. Please note that this approval is from the research ethics perspective only. You will still need to get permission from the head of department or unit in KFMC or an external institution to commence data collection.

We wish you well as you proceed with the study and request you to keep the IRB informed of the progress on a regular basis, using the IRB log number shown above.

Please be advised that regulations require that you submit a progress report on your research every 6 months. You are also required to submit any manuscript resulting from this research for approval by IRB before submission to journals for publication.

As a researcher you are required to have current and valid certification on protection human research subjects that can be obtained by taking a short online course at the US NIH site or the Saudi NCBE site followed by a multiple choice test. Please submit your current and valid certificate for our records. Failure to submit this certificate shall a reason for suspension of your research project.

If you have any further questions feel free to contact me.

Sincerely yours,


Prof. Omar H. Kasule
Chairman, Institutional Review Board (IRB)
King Fahad Medical City, Riyadh, KSA
Tel: + 966 1 288 9999 Ext. 26913
E-mail: okasule@kfmc.med.sa



Appendix (II): IRB

From King Saud Medical City

Kingdom of Saudi Arabia
Ministry of Health
King Saud Medical City



المملكة العربية السعودية
وزارة الصحة
مدينة الملك سعود الطبية

- Memorandum -

IRB Registration Number with KACST, KSA: **H-01-R-053**

Date: July 10, 2018

Proposal Reference No.	: HIAI-15-May18-01
Proposal Title	: Relationship between nurses' satisfaction and their perception of nepotism practice in workplace
Type of Review	: Modification
Category of Approval	: Expedited
Date of IRB Approval	: 10/07/2018 26/10/1439
Date of IRB Approval (Expiration)	: 09/07/2019 06/11/1440

Dear Ms. Annah Shubayra,

We are pleased to inform you that the above-referenced research proposal has been reviewed and was approved. The Institutional Review Board (IRB) committee found that the research met the applicability criteria and was eligible for expedited review. However, to commence the collection of data a permission letter must be issued from the Director of the Research Center first.

This approval is valid for one year from the date of IRB review when approval is granted. The approval will no longer be in effect on the date listed above as the IRB expiration date. Please note that you are obligated to submit the following to IRB committee:

1. periodic progress report after 03 months;
2. final report within a year from the date of this memo (or earlier in the case the study has completed);
3. any manuscript resulting from this research for approval by IRB before submission to journals for publication.

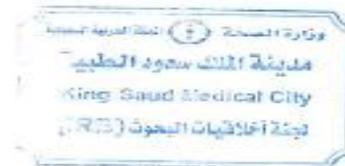
The approval of the conduct of this proposal will be automatically suspended after 03 months, in the case the Progress Report (or Final Report, if relevant) is pending acceptance. You also need to notify the Research Centre as soon as possible in case of:

1. any amendments to the proposal;
2. termination of the study;
3. any serious or unexpected adverse events;
4. any event or new information that may affect the benefit/risk ratio of the proposal.

All records relating to the research must be retained and available for audit for at least 3 years after the research has ended.

We wish you every success in your research endeavors.

Dr. Faisal Almazrouz
Chairman, Institutional Review Board (IRB)
King Saud Medical City Riyadh, KSA





Appendix (III):

Protocol of participation

Study title

“Relationship between nurses’ satisfaction and their perception of nepotism practice in workplace”

Aim of the study

The researchers’ aims is to explore the relationship between nurses’ satisfaction and their perception of nepotism practice.

- To explore the effect of nepotism in nurses’ job satisfaction
- To identified how do nurses perceive nepotism in workplace

My name is Amnah Shubayra and I work as nurse manager. I am interesting in performing interviews with nurses who will be selected using the following inclusion criteria: National/international register nurse with than one years’ experience and more, working in in-patients, outpatients or other units/department or offices and speak English.

I’m interesting in performing interviews and you are invited to participant in this study: you will make a major contribution to the information known about “Relationship between nurses’ satisfaction and the perception of nepotism practice in workplace”.

Taking part of study

- You will be asked to sign consent form to attend the focus group that will be audio recorded (Tape recorder) as tool to help the researchers’ transcription the data
- A focus group is intended to explore your knowledge and experiences about relationship between nurses’ satisfaction and your perception of nepotism practice in workplace
- The focus group discussion will take one to two hours
- The focus group interview will be scheduled a week in advanced thru the nursing office and will be held during working hours 0800H to 1600H in a quiet and private place, in a designed room at concern hospitals and PHCs, which is easily accessible for all and it is well prepared with all educational supplies and audio-visual equipment’s to allow more sound quality that will help in transcription of audio-taped interviews.
- The data obtained from the interviews will be handled confidentially and stored appropriately. There will be two forms of data, a hard copy and soft copy. The hard copy will be kept in one secure location, which can only accessed by the researchers. The soft copy will be secured in a password protected external hard disk, which the researchers can only access from a private laptop connection. The

participant's identity will be kept secure by the researchers and identifiable information will be kept anonymous in the final thesis.

Possible benefit of taking part

There is no known benefits associated with your participation in this study. However, your participations for this study will help the researchers to find out information that will help in the future. The result of the study will encourage the nurses and managers learn how to be a professional nurse thus, increase the nurses' job satisfaction.

The possible disadvantages and risks of taking part

There is no disadvantages or risk associations for taking part in this study. The researchers assure that no physical, psychological, social or any risks are expected as result of participation. The information gathered will not single out an individual or a specific department.

Confidentiality of the study

The privacy of the records and identity will be strictly maintained. Identifiable information appears only on consent forms, which will be locked in a secure locker. All consent forms will be destroyed after the completion of the study. The result of the study will be presented in group result and identification information will anonymized in the final thesis.

According to data protection Act (DPA) UK's data regulation law (1998, UK). All collected data will be handled in absolute confidential way. Researcher will keep a record in a secure cabinet. Only the researchers and her advisor will know and can access the information of the study participants.

Result of the research study

The result of the study will be presented or published anonymously, a copy of the study will be given to the Ministry of Health (MOH)

Your signature for this form means that you understand the information presented, and that you want to participate in the study. Your participation is voluntary, and you may withdraw from the study at any time without explanation

In case you need more information you can contact the researcher Amnah Shubayra: E-mail address a.shubayra@ksmc.med.sa

Participant signature: _____

Date: ____/____/____ 2018

Researcher Name: Amnah Shubayra