Factors Affecting Nurses' Career Development

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Abstract: Rapid changes in the health care sector during the latest decades of the 20th century place new demands on nursing and nurses. That makes health organizations face a challenge to collaborate with individual nurses on career-development activities that will enable them to continue to provide high-quality care. Therefore the study aims to identify the factors that affect nurses' career development. The study was conducted at all hospitals affiliated to Aswan Directorate of Health Affairs (N=11). The study sample represented 50% of Aswan nurses (N=300) who were available at the time of data collection. The Career Development Questionnaire (CDQ) was used; it includes three dimensions measured by (98 items): personal factors, Job factors and organizational factors. The result concluded that nurses personal behaviors and career development practice, satisfaction, autonomy, management support and the career developmental plans that affect nurses' career development. It was recommended that administration support through in-services training programs, provide resource; and opportunities for further education to upgrade the general awareness level of career development strategies.

Keywords: Factor; Affect; Nurse; Career; Development

1.Introduction

The Egyptian health care system faces multiple challenges in improving and ensuring the health and wellbeing of the Egyptian people. Nurses have a very broad and significant role in impacting the quality and effectiveness of health care delivery. It represents the largest hospital caregivers' population. And one of the fastest-growing and demanding careers, making the possibilities for advancement almost endless. Enhancing the career development of hospital staff nurses may be the greatest human resource challenge facing hospitals in the 20th century. That makes educators, employers and health organizations face a challenge also to collaborate with individual nurses on career-development activities that will enable them to continue to provide high-quality care. [1, 2]

Nursing as a career is so unique that there are a variety of roles, settings, and specializations. Nurses require clinical competence, expert knowledge, and the ability to be creative and flexible. These fundamental skills enable nurses to be in control of their careers. [3]

First few years in a profession establishes an individual's career framework and influences long-term professional development and satisfaction. Understanding how nurses choose occupations, construct careers, and adapt to career transitions has significance for the nursing profession and healthcare organizations. That could provide insight into career expectations and aspirations. Therefore, healthcare organizations may need to provide supportive working environments where nurses and their learning are valued, encouraged, and empowered. [4]

According to Arthur.et.al (2005**)** career is defined broadly as the unfolding sequence of the person's work experiences over time. [5] While Arnold (2001) defined career as the sequence of employment-related positions, roles, activities and experiences encountered by a person [3].

Nursing career development is found in individuals performing and specifying nursing as their career preference, implementing nursing as career choice, specifying a special preference, and implementing specialty choice [6]. Career development issue must be taken in consideration because it enhance individual performance and contributes to the success of the organization [7].

One of the important ways to develop nurses is to explore stages of nursing career. Previous studies identified four career stages in nursing as exploration; establishment, maintenance and disengagement stage in which nurses differ in average age, experience, organizational commitment, productivity and values. [8,9]

Exploration stage: Nurses with an experience of 2 years, lack clinical experience and are still searching what work best suits them, focus on learning the required professional skills, and are hoping to receive support from their supervisors. In *Establishment stage* nurses' experience is approximately 2–5 years. They continuously use

professional knowledge to produce the best possible work outcomes. They are anxious to perform well to get opportunities for promotion, have high self-esteem and look forward to cope with challenges on job.

In Maintenance stage, nurses' experience is approximately 5–15 years. They hope to maintain their current position, are mostly responsible for coordination and integration of nursing work. If their career needs are not met, they might eventually choose to change their career. While in disengagement stage, nurses' experience generally is over 15 years. They pay attention to the jobs that they can handle, start to engage themselves in the activities which they want to accomplish before retirement .They prepare and reserve financial resources.

Therefore, hospitals administrators should evaluate nurses' needs at different career stages and provide career development programs, give opportunities to satisfy their expectations and to avoid the gap between career needs and career development, which in turn may result in a negative impact on hospitals.

Hall (2002) reinforces the need for career development and it's benefits to individuals such as improving individual and professional satisfaction and increasing motivation, and avoids obsolescence and builds new skills.[10] Also it has benefits to organizations as it improves the quality of nursing care, increase patient satisfaction, improves the use of personnel, reduces turnover of ambitious employees . Improve quality of work life, provide cost effectiveness and improve the competiveness of the organization. [14]

Hospitals as a health care organization are responsible for providing clear explanation of their goals and future strategies, developing fair and well-communicated policies. Moreover, offering financial assistance helping individuals to take advantage of opportunities for self-improvement and creating career paths within the organization.[11,12]

The leadership must be goal-directed, aware of values that influence personal career development, encourages employees to take responsibilities for their own career planning. While nurses are responsible to know strengths and weaknesses, manage their own career by maintaining flexibility, growth via keeping knowledge up to date and commit to lifelong learning. [14]

Factors affecting nurses' career development

Within the work environment several factors have the potentiality to influence nurses to participate in career development activates. [11] These factors are represented in three dimensions first one is the personal related factors such as personal behaviors,

satisfaction, empowerment and nurses career development practice. While the second dimension represented in job related factors encompasses autonomy and supervisory support, This , in addition to the third dimension which stands for the organizational factors containing management support and the career developmental plans and policies that support continuous professional developments as required. [15-17]

As a matter of fact, personal behaviors as one of the personal factors that affect career development are important components in nurses' ability to perform a satisfactory job, in which they behave in relation to their education and experience as career oriented, with a specialized body of knowledge obtained via intensive education, and show a sense of responsibility, self-governance, and altruism.[18] Crant (2000) Nurses' should be proactive as taking initiative in improving current circumstances, making plan for their career ,set goals , keep trying in learning new things, and seek information and opportunities for career development.[19]

Moreover, empowerment was significantly and positively correlated with nursing career development. [20] Considerable numbers of studies have been conducted regarding empowerment in nursing. According to Fletcher (2006) empowerment is essential for enhancing nurses' roles, strengthening their professional image, and continuously improving the health care system nationally and globally. Therefore nurses are empowered through an empowering environment in which they are using new skills and knowledge, share information with others, discus their training and developmental needs, reorganize the importance of the work they do. [21]

Satisfaction has become a source of concern and an important issue in nursing studies. Collins et al. (2000) explained that career development and life-long learning activities in nursing promote job satisfaction. While dissatisfaction, about support from supervisor, administration, promotion and opportunities for growth and development has been shown to have a stronger impact on nurses than workload or pay.[22]

Moreover, nurse's career development practice is important for nurses to become more adaptable to new job demands, and managing one's career. It is explained as nurses' evaluation of their personal strengths and weaknesses, determining their own developmental needs and integrating them with current career opportunities. They need to develop a proactive stance in regard to their career aspirations and pattern, so that they develop a higher degree of personal initiative. [23]

Furthermore, the concept of Autonomy as a job related factor has been discussed for several decades

by scientists and theorists. According to Weston (2008) autonomy is the ability to act according to one's knowledge within the full scope of practice and organizational rules. It refers to the freedom, power, and authority to make decisions related to nursing practice to provide the best outcome for the patient. Also, be accountable for the results of their decisions. Lack of autonomy is that nurses do not have sufficient training or education to exercise the autonomy they desire, besides being engaged in continuous development of both themselves and their work. [24]

Supervisors support also has a strong impact on career development and career motivation. Supervisors often serve as the gateway to access to development opportunities. Several explorative studies have also highlighted the crucial role that nurse leaders play in nurses' development. in a form of coaching, advocating, providing performance feedback ,fairness and equity, serving as a sounding board for career plans, and offering adequate time for development. [25]

Concerning the organizational factors as *the management supports* to their nurses in the workplace that meet both business and individual needs. Understanding how to develop nurses is likely to be a critical factor for organizational success. This will mean that organizations need to pay attention to career development not only for the skills but also for motivating superior performance at work, giving people a clearer sense of direction and purpose., providing guidance and career consoling creating a feedback system to evaluate nurses performance, organize and share information, equip managers and others to give career support more effectively. Furthermore**,** *career developmental plan*s and policies that support continuous development are required. [26]

Aim of the study

The aim of the study is to assess the factors that affect nurses' career development.

2.Materials and Method
Materials

The present study was carried out to assess the factors that affect nurses' career development.
Study design: A descriptive design was used.
Settings: This study was conducted at all hospitals affiliated to Aswan Directorate of Health Affairs. It include (11) hospitals with (89) different units were distributed in the five districts. These are: Edfo hospitals (central, chest and fever), Aswan hospitals (ophthalmic, chest and fever), Draw hospitals (central and fever), Komombo hospitals (central and chest) and Nasr El-Noba central hospital.

Subjects: The study sample represented 50% of Aswan nurses (N=300) who were available at the time of data collection in the previously mentioned settings and willing to participate in the study, the sample comprised of 235 secondary nursing school diplomas, 54 technical health institute diploma, 7 Bachelor of nursing and 4 nurses with one year specialty diploma.

Hospital workplace	Unit No (89)	No Studied nurses (300)
Edfo central	14	63
Edfo chest hospital	5	17
Edfo fever hospital	4	10
Draw central hospital	10	39
Draw fever hospital	4	11
Nasr El-Noba central hospital	15	40
Aswan fever hospital	8	40
Aswan ophthalmic hospital	5	15
Aswan chest hospital	6	15
Komombo central hospital	13	40
Komombo chest hospital	5	10

Tool: The Career Development Questionnaire (CDQ) developed by the researcher after reviewing the related literature. [20-26] it was used to collect the data concerning the factors that affect nurses' career development. The questionnaire includes three dimensions measured by (98 items): personal factors, Job factors and organizational factors with a total of 8 factors. It was distributed as: personal factors dimension (50 items) as personal behaviors (13items), satisfaction (13 items), empowerment (12 items) and nurses' career development practice (12). While the job related factors dimension (27 items) encompasses autonomy (14 items), supervisory support (13 items). In addition to, the organizational factors dimension (11 item) containing management support (6 items) and the career developmental plans (5 items).

Responses were measured on 5-point likert scale ranging from "1" strongly disagree to "5" strongly agree to. Scores were determined by summing and averaging the items in each factor. A total dimension score was created by summing and averaging the factors items in each dimension.

In addition to, nurses' personal characteristics were added by the researcher such as age, gender, educational level, and the job position, name of the hospital, and years of nursing experience, marital status, unit name, and experience in current unit.

Method
1. A written official permission was obtained from the responsible authorities represented in the head of Aswan directorate of health affairs as

well as from each director of all selected hospitals to conduct the study.

2. Tool of career development questionnaire (CDQ) was developed by the researcher and translated into Arabic languages. And tested by "five" experts from the Faculty of Nursing in Alexandria University for testing its content validity and translation. They were two professor of nursing administration, one professor of psychiatric nursing, one professor of nursing education, and one professor of critical care nursing. Accordingly some questions were reworded.

3. The questionnaire was tested for its reliability ; the Cronbach's alph coefficient was used to measure the internal consistency of the items composing each dimension of the tool ,the value of reliability

   Was: part I (0.654), part II (0.681) part III (0.780)

4. A pilot study was carried out on 30 nurses (10%) of the sample size, they were selected from different hospitals and excluded from the study subject to ensure; the applicability, clarity of the questionnaire and to identify obstacles and problems that may be encountered during data collection. Also, to estimate the needed time to fill in the questionnaire.

5. Data was collected after meeting with the nursing director of each hospital to inform them about the aim of the study and to gain his/her cooperation. Data was collected from the nursing staff in the work area using the developed questionnaire after ensuring their informed consent and assuring that their confidentiality and privacy has been maintained. After explaining the aim of the questionnaire and its items it was distributed to each group of nurses which included 5-10 it took from 10 to 15 minutes for each group. They were asked to respond to the different questions. Data were collected over 8 week's period from 29/1/2012 to 31/3/2012.

6. Scoring was used to identify the eight factors affecting nurses career development at Aswan hospitals .Responses were scored through five point likert- scale which included "strongly agree"=5 score, "agree"=4 score, were as a positive responses, which were combined together as "agree" and in contrast Uncertain "=3 score, strongly disagree"=1 score, disagree"=2 score, which were combined together as" disagree "score as well as negative responses.

7. **Statistical analysis:**

   The raw data were coded and transformed into coding sheets. The results were checked. Then, the

data were entered into Statistical package for social science (SPSS) software package version 18. Finally, analysis and interpretation of data were conducted.

3. Results

Table **I**: Shows that two third, 66.7% of nurses were in the age between 20-25 years old, While 1% were less than 20 years. In relation to the gender the majority 98.7% were female. Speaking about the marital status two third 65.7% were married and one third 31% were single

Concerning the educational level, more than three quarters 78.3 % had nursing school diploma, 18% were technical institute graduate, and while 2.3% had a baccalaureate degree.

About the years of nursing experience, it was noticed that more than one third 38 .7% had less than 5 years experience, 38.7% had from 5- <10 years, experience in their current work department, two third 61.7 % of nurses had less than 5 years experience.

Table **II**: displays that the majority 93% of nurses strongly agrees that they keep trying doing something if they couldn't do it from the first time. While, about three quarters of nurses are confident about making their career plans work and initiated feedback about performance and the training and development needs (76%, 75.3%, 77.7%) respectively.

As regarding nurses' empowerment, 96.3% of them strongly agree that the works they do are important to them,   and 93.0 % are confident about their ability to do their work 93.7% have mastered the necessary skills for their job.

Moreover, 62.3% of the nurses were strongly satisfied about their sense of value for what they do. Concerning the career developmental practices the majority 94.7% found their talents to perform well as nurses, 86% met nurses who may serve as their role models.

Table **III** revealed in regard to job autonomy the majority 87.0 % of the nurses strongly agree that the demonstration of mastery of skills is essential for the freedom of action. 84.3% drive feelings of self-respect and esteem from what they do .and 82.3 % accept the consequences for the choices they make. While 42% strongly disagree about having opportunities to express their opinions.

In addition the supervisor support were indicated as more than half 59.7% of the nurses strongly disagree getting credit when they accomplish something substantial on job from their supervisor, 55.7% reported that their supervisor do not care about whether or not they have achieved their career goals . While, 55.3% mentioned that their

supervisor focuses on their failures rather than successes.

Table **VI** explain that half of the nurses 52.3% strongly agrees that nothing is done by their organization as career development plan more than two third of the nurses 67% strongly disagree that their management reviews their individual developmental plans and 63% about the feedback system. Also 55.7 % of the nurses reported that their organization do not activate education programs, courses and seminars. While two third 63.7% of nurses strongly disagreed that the organization provides any encouragement or opportunity for advanced education and 61.0% of the nurses reported there were no provisions of resources for personal development.

Table (V) considering the highest mean, this table shows that career developmental practices mean was (87.6±10.6), job autonomy mean was (70.8±10.3) and career development al plans mean was (51.4±19.5) Therefore, the highest mean was the total of the job related factors (*63.1±12.8*) and lowest mean was the total of organizational factors (*50.4±17.7*)

Finally, the management support as one of the organizational factors represented the lowest mean (49.5±19.4).

Figure I shows that 91.7% of nurses recommend improving ongoing nurse training, and, 89.3% of them encourage enhancing of communication and support.

Table (I): Frequency distribution of studied nurses according to their personal characteristics.

Characteristics	N=300	No.	%
Age	<20 years	3	1.0
	20–	200	66.7
	25-	57	19.0
	30-	17	5.7
	35-	15	5.0
	40 and more	8	2.7
Gender	Male	4	1.3
	Female	296	98.7
Marital status	Single	93	31.0
	Married	197	65.7
	Divorced	6	2.0
	Widow	4	1.3
Educational level	Secondary nursing school diploma	235	78.3
	Technical institute diploma	54	18.0
	Baccalaureate	7	2.3
	Others (specialty)	4	1.3
Years of nursing experience	<5 years	116	38.7
	5-	116	38.7
	10-	46	15.3
	15-	14	4.7
	20 and more	8	2.7
Years of experience in department	Less than 5 years	185	61.7
	5-	82	27.3
	10-	19	6.3
	15-	11	3.7
	20 or more	3	1.0
Job position	Unit supervisor	36	12.0
	Head nurse	10	3.3
	Technical nurse	47	15.7
	Staff nurse	207	69.0
Hospital workplace	Edfo hospitals	90	30
	Draw hospitals	50	16.7
	Komobo hospitals	50	16.7
	Naser El-noba hospitals	40	13.3
	Aswan hospitals	70	23.3

Table (II) Distribution of nurses' responses about the personal factors affecting their career development

Personal Factors	N=300					
	Strongly disagree/disagree		Neutral		Strongly agree/agree	
	No	%	No	%	No	%
Personal behaviors						
When I make plans for my career, I am confident I can make them work.	25	8.3	47	15.7	228	**76.0**
If I can't do something from the first time, I keep trying until I can.	6	2.0	15	5.0	279	**93.0**
When trying to learn something new on my job, I soon give up if I am not initially successful.	228	**76.0**	26	8.7	46	15.3
I avoid trying to learn new things that look too difficult for me.	242	**80.7**	11	3.7	47	15.7
You initiate feedback about job performance from your immediate supervisor	49	16.3	25	8.3	226	**75.3**
You initiate feedback about training and development needs.	49	16.3	18	6.0	233	**77.7**
Empowerment						
The work i do is important to me.	7	2.3	4	1.3	289	**96.3**
My job activities are personally meaningful to me.	12	4.0	18	6.0	270	**90.0**
I am confident about my ability to do my work.	6	2.0	15	5.0	279	**93.0**
I have mastered the necessary skills for my job	8	2.7	11	3.7	281	**93.7**
Having information about goals of top management	161	53.7	67	22.3	72	24.0
Satisfaction						
Sense of value for what you do	40	13.3	73	24.3	187	**62.3**
The success achieved in your career.	59	19.7	112	37.3	129	**43.0**
Support for continuing education.	149	**49.7**	60	20.0	91	30.3
Amount of administrative support.	175	**58.3**	77	25.7	48	16.0
Evaluation process and policy.	174	**58.0**	69	23.0	57	19.0
Career development practices	Yes			No		
Finding out if you have the talents to perform well as a nurse.	284	**94.7%**		16	5.3**%**	
Determining what are your major strengths and weaknesses.	255	**85.0%**		45	15.0**%**	
Meeting nurses who may serve as role models.	258	**86.0%**		42	14.0**%**	
Finding out what nurses do in the various nursing specialties.	236	**78.7%**		64	21.3**%**	

Table (III): Distribution of studied nurses' responses about the job factors affecting their career development

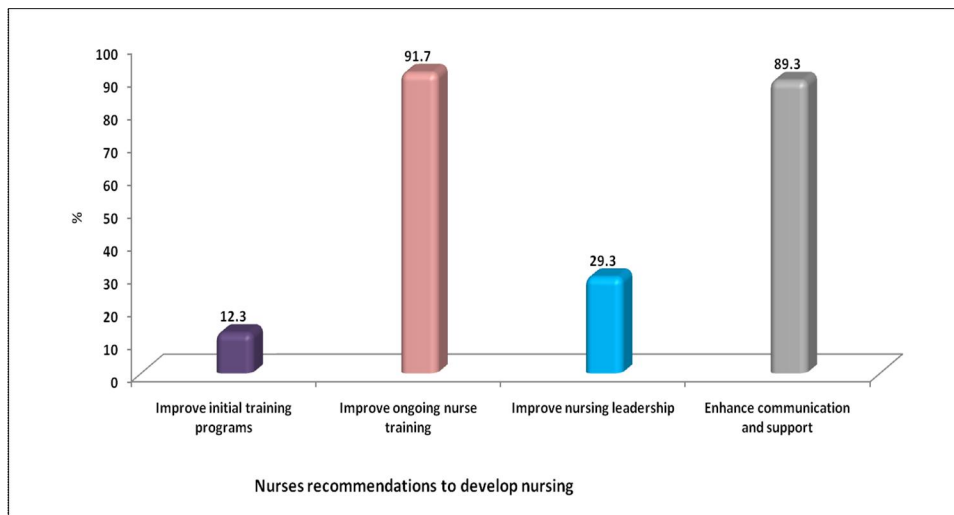| Personal Factors	N=300					
	Strongly disagree/disagree		Neutral		Strongly agree/agree	
	No	%	No	%	No	%
Job autonomy						
Self-determine your role and activities.	69	23.0	25	8.3	206	68.7
Confident in your abilities to perform your role independently.	28	9.3	30	10.0	242	80.7
Derive feelings of self-respect and esteem from what you do.	19	6.3	28	9.3	253	**84.3**
Accept the consequences for the choices you make.	17	5.7	36	12.0	247	**82.3**
Demonstrate mastery of skills essential for freedom of action.	23	7.7	16	5.3	261	**87.0**
Having opportunities to express your opinions.	126	**42.0**	33	11.0	141	47.0
Supervisor support						
Supervisor cares about whether or not you have achieved your career goals.	167	**55.7**	34	11.3	99	33.0
Supervisor keeps you informed about different career opportunities for you in the organization.	153	51.0	33	11.0	114	38.0
Supervisor makes sure you get the credit when you accomplish something substantial on job.	179	**59.7**	29	9.7	92	30.7
Supervisor supports your attempts to acquire additional training/education to further your career.	159	**53.0**	37	12.3	104	34.7
Supervisor provides duties that give you the opportunity to develop and strengthen new skills.	164	**54.7**	43	14.3	93	31.0
Supervisor focuses on your successes rather than your failures.	166	**55.3**	44	14.7	90	30.0

Table (IV): Distribution of nurses' responses about the organizational factors affecting their career development.

Organizational factors	N=300					
	Strongly disagree/disagree		Neutral		Strongly agree/agree	
	No	%	No	%	No	%
Management support						
Reviewing individual developmental plans.	201	**67.0**	45	15.0	54	18.0
Guidance and career counseling.	175	58.3	31	10.3	94	**31.3**
Ensuring that information is passed on.	163	54.3	43	14.3	94	**31.3**
Carrying out performance evaluation procedure.	179	59.7	38	12.7	83	27.7
Creating feedback system.	189	**63.0**	50	16.7	61	20.3
Completing a formal report to give to the unit manger.	167	55.7	43	14.3	90	30.0
Career developmental Plans						
Activate education programs, courses and seminars.	165	55.0	28	9.3	107	35.7
Encouragement and opportunity for advanced education.	191	**63.7**	36	12.0	73	24.3
Provide resource for personal development.	183	**61.0**	46	15.3	71	23.7
Coaching and monitoring.	170	56.7	33	11.0	97	32.3
Nothing	73	24.3	70	23.3	157	**52.3**

Table (V) Means and standard deviations of the factors affecting nurses' career development.

Factors affecting career development	(N=300)	
	Min-Max	Mean±SD
Personal factors		
Personal behaviors	20.0-96.9	71.4±9.9
Empowerment	40.0-100.0	69.8±12.6
Satisfaction	20.0-100.0	58.2±16.2
Career development practices	50.0-100.0	87.6±10.6
Total personal factors	*39.6-79.6*	*58.9±7.9*
Job related factors		
Job autonomy	25.7-97.1	70.8±10.3
Supervisor support	20.0-98.5	54.9±19.3
Total job related factors	*31.1-95.6*	*63.1±12.8*
Organizational factors		
Management support	20.0-90.0	49.5±19.4
Career developmental Plans	20.0-100.0	51.4±19.5
Total organizational factors	*20.0-89.1*	*50.4±17.7*

Nurses recommendations to develop nursing

4.Discussion

Development is essential to achieve qualified staff and safe care. The present study is unique and new in Egypt it helps to assess the factors that might affect nurses' career development.

As regarded the **personal factors dimension**, nurses have a personal behaviors and practices for career development as they are self confident, ready for learning new things and have the ability to determine their major strengths and weaknesses. Moreover, nurses are embowered and satisfied about what they do, have mastered the necessary skills needed for their job and they are seeking feedback about their performance. This result might be attributed to Aswan hospitals staff nurses, are young age, anxious to perform well to get opportunities for promotion, more satisfied and confident about their job. Moreover, they are looking forward to receive guidance and acceptance from their supervisors.

These results are consistent with Chen et al (2010) who indicated that there is a positive correlation between nurses' empowerment and career development practices. [20]. Also Bahadori & Fitzpatrick (2009) study findings which provided evidence that nurses are skillful, masterful, competent, and seeking performance feedback and displayed traits of professional growth. [27]

In this respect, Aytac (2005),Wilson & Davies (1999) are consensus that in the career development individuals are responsible for determining their own strengths, weaknesses ,developmental needs and integrating them with current career opportunities.[10,15] In addition, Ng *et al.* (2005) indicated that there is positive relationship between person's career success and the participation in organizational initiatives like career and skills development opportunities.[28]Also Van der Sluis & Poell (2003), Heslin (2005) found that career satisfaction as feeling of comfort and pride with one's work is one of the most relevant indicators of subjective career development.[15,29]

Concerning **the job factors dimension,** it was found in regard to job autonomy that nurses' are performing skills which is essential for the freedom of actions, accept the consequences for their choices which reflects on their self stem and self respect. This result is due to in Aswan hospitals staff nurses used to work and take decisions independently regarding the work and the patient care because generally there is a lake of head nurses number to be assigned for each unit.

This finding was supported by Hart and Rotem (1995) who stated that autonomy considered an essential component for career development and full professionalism in nursing hinges on autonomy.[30]

While, it was inconsistent with Rafferty *et al.* (2001) finding which indicated a lack of nurses autonomy as a result of insufficient support, training or education to exercise the autonomy they desire.[31]

Moreover, the study revealed that there is a lack of supervisors support appears in not informing nurses about opportunities for training or further education, no support for their attempt for improvement and concentrate on failures rather than success. In addition the majority of nurses were complaining that no credit is given for work achievement. This result could be attributed to; the lack of supervisors' awareness about the strategies to guide and support nurses to learn from their failures and enhances their performance.

This result is supported by Lioyd *et al.*(2011) who found a significant positive correlation between career development and supervisor support. Also, he highlighted the crucial role that nurse leaders play in both facilitating professional development and integrating new professional identities into nursing. [32] Moreover, Wong *et al.*(2006) found a positive relationship between nursing supervisor's behaviors and nurses work engagement. As the supervisor's behaviors can enhance career development and decrease the turnover rate of nurses.[4]

Mentioning the **Organizational Factors Dimension**, it was apparent that nurses are lacking the organizational support. In the form of limited information were disseminated about training and education opportunities inside the hospital, the management don't carry any evaluation processes or give feedback about performance. In addition there were no resources, guidance or career counseling is provided. These finding could be attributed to, that nursing management at Aswan hospitals suffering from, inadequate human and material resources, no policy, feedback system, or a recognized evaluation process to support nurses for development or continuing education inside those hospitals. Therefore, nurses don't get rewards or appropriate attention for their development, interest, innovation or personal goals.

This result is consistent with Chandra, (2003), Mee (2003) who reported relationship between nurses' lack of advancement, promotion and training opportunities and nurses' turnover more than workload or pay. [33,34] While, it was inconsistent with Aytac (2005),Wilson & Davies (1999) studies which indicated that career development as provision of education and training opportunities to expand knowledge and skills was positively related to employee's sense of support and organizational commitment.[7,12] Also Van der Sluis and Poell (2003) reported a relationship between the success of the

organizations and individuals' career development performance. [15]

Furthermore, the study indicated a significance differences' between nurses perception of organizational support and the different work places. This is due to; geographically Aswan city hospitals located in the governorate as more training and further education opportunities are offered by the ministry of health. Also, nurses are more knowledgeable, oriented and notified about these opportunities. On the contrary, nurses at the other hospitals i.e Edfu hospitals which are representing the farthest hospitals in Aswan governorate as the distances and the time representing factors that hinder nurses from being informed, ability to attend or participate in these developmental activities outside their districts.

Finally, nurses recommended to develop nursing, via improving ongoing nurse training and enhance communication in order to support them for career development.

Conclusion and Recommendation

Based on the findings of this study it can be concluded that a statistical significance differences with nurses' personal characteristics and factors affecting career development.

Thus, the following main recommendations are offered:

1. Administration support: through, in-services training programs, provide resource; and opportunities for further education to upgrade the general awareness level of career development strategies.
2. Generalize development of policies and plans for enhancing career development and increase nurses performance.
3. Development of a rewards system to enhance nurse's motivation for improvement and achievements.
4. Introducing of career development plans in the curriculum of the schools of nursing to help students understand how career planning developing the profession.
5. Ministry of health should apply the designed training programs to strengthen nursing practice, in order to achieve positive outcomes in health care delivery.

Recommendation toward further studies:

1- Assessment of the factors that affect nursing educator's career development.
2- Influence of gender in career development in nursing

3- Relationship between nurses' career development and organizational productivity.

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