

Head Nurses' Resilience Skills and Its Relation to Their Motivating Behavior as Perceived by Nurses

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Abstract

Background: Head nurses in any areas at hospitals are susceptible to stress, that make head nurses need to create work place optimal for the provision of nursing care by motivating and resilience their nurses. Therefore, it is important for head nurse to be resilient and able to motivate their nurses. **Aim:** Assess head nurses' resilience level skill and its relation to their motivating behavior as perceived by nurses. **Design:** Descriptive correlational research design was utilized to conduct this study. **Setting:** The study was conducted at inpatient medical and surgical departments at Benha University Hospitals. **Subject:** Consisted of simple random sample of nurses include 322 nurses working in the same setting. **Tools:** **I:** Head Nurses' Resilience Skills Questionnaire. **II:** Head Nurses' Achievement Motivating Behavior Questionnaire. **Results:** More than half of the head nurses (51.2%) had moderate level of resilience skills perceived by nurses. Also, more than half of them (52.8%) had moderate level motivating behavior perceived by nurses. **Conclusion:** The study concluded that there were highly statistically positive correlations between head nurses' resilience skills and their motivating behavior as perceived by nurses. **Recommendations:** The study recommended that conducting organizational workshops to reinforce head nurses' resilience skills and keep the progress of motivating leader behaviors.

Keywords: Head nurses, Motivating behavior, Nurses, Resilience skill.

1. Introduction

The idea of the nursing work environment encompasses a wide range of dynamic relationships, including interactions with competent professionals and organizational traits that enable hospitals to offer top-notch professional nursing services. In addition, the nursing environment influences and develops nurses' clinical judgement and critical thinking.[1]

The entire department's nursing work environment is hectic and complex, with relationships between different professional staff members that are both horizontal and vertical. In this nursing environment, leadership, response/teamwork, and resources are extremely crucial for delivering high-quality care. In this organizational framework, the head nurse is the most frequent contact in the vertical connections of the majority of department nurses.[2]

Every department at a hospital has to deal with emergency events or rapidly changing situational factors. Resilience can happen amid such hardship and is thought to be the most important personal trait for nurses, especially head nurses [3]

Resilience skill is a multisystemic concept that refers to the healthy emergence and performance under unusual stress. It assists head nurses in reducing the negative impacts of stress and challenges at work. Additionally, through promoting good coping with crisis events at work, resilience influences nursing work performance[4]

Resilience skill is the ability to successfully adapt to daily tasks despite social disadvantages or extremely unfavorable circumstances. It is also the ability to maintain a positive attitude in the face of difficult internal and external circumstances so that the organization emerges from them stronger, more capable, and more resourceful[5]

Resilience skills can occur when individuals have access to a sufficient number of high-quality resources. Furthermore, it is more likely to occur when individuals have experiences that enable them to succeed and build a sense of self-efficacy that motivates them to succeed in future endeavors[6]

Psychological needs, job satisfaction and motivation of nurses are important to keep nurses in the organization. Domestically and internationally, it is urgent to study the work motivation of nurses and its factors, which directly affect the retention of the labor force of nursing workers, their efficiency, and thus the determination of patient outcomes. Such information is needed to develop appropriate work motivation methods to improve and reduce the work efficiency of nurses. Turnover of their work. Clarifying this issue has implications for the advancement and improvement of nursing and the management and leadership of the field [7]

Work motivation is a prerequisite for better organizational performance. It was illustrated as processes that explain the intensity, direction and persistence of an individual to a goal. As a general rule, motivation comes from a need that can be fulfilled, and that in turn leads to a certain behavior. Work motivation has several factors that can affect it positively or negatively. These factors are defined as "a set of energetic forces, both internal and external to the nature of a person, that initiate work-related behavior and determine its form, direction, intensity and duration." Nurses must be aware of human occupational psychology, which deals with internal or external energies and affects the nurse's work motivation [8]

Significance of the study

The role of the head nurse is one of the most important parts in a healthcare organization with unique characteristics. Head nurses are in direct and daily

contact with nursing staff, as they influence the morale, motivation, productivity and service level of nurses creating the atmosphere necessary for innovation and efficiency [9] Endurance influences the improvement of nursing performance by promoting effective coping in crisis situations during work. Resilience is therefore a key factor in a head nurse's ability to endure hardship and succeed even after the stress of the workplace [10] so, this study was conducted to assess head nurses' resilience skills and its relation to their Motivating behavior as perceived by nurses.

Aim of the study:

This study aims to assess the head nurses' resilience skills and its relation to their motivating behavior as perceived by nurses.

Research questions

- 1-What are the levels of head nurses' resilience skills as perceived by nurses?
- 2-What are the levels of head nurses' motivating behavior as perceived by nurses?
- 3-Is there a relation between levels of head nurses' resilience skills and their motivating behavior?

Subject and Method

Study design

Descriptive correlational design was utilized to conduct this study.

Study setting

The study was conducted At Benha University Hospital in all inpatients departments in medical and surgical departments.

Study subjects

Simple random sample of (322) nurses having at least two years of experience, accept to participate in the study and available at the time of data collection. Distributed as the following; (79) working at Medical (6) units, (16) at Psychiatric, (28) Pediatric, (19) Chest, (17) Dermatology, (16) Rheumatology, (16) Cardio thoracic, (17) Cardiology, (18) Urology, (12) ENT, (15) Orthopedic, (21) Female surgery, (21) Male surgery, (27) Obstetric unit.

Tools of data collection

Data of the present study was collected by using the following two tools;

First tool: Head Nurses' Resilience Skills Questionnaire: Aimed to assess the level of head nurses' resilience skills as perceived by nurses, it included two parts. **First part:** included personal characteristics of nurses as. (unit, age, gender, marital status, educational qualification and years of experience) **Second part:** It was developed by [11] and was modified by the investigator in the light of reviewing related literature [12] [13] It included five dimensions covering 25 items as follows; perseverance (5 items), self-reliance (5 items), existential unity (aloneness) (8 items), purposeful life (3 items), and poise (4 items).

Scoring system:

The items were measured by using Likert scale concluded into three points as follows; always done (3), sometimes done (2) and never done (1). The total score

of each dimension summed, and converted into percent score as following.

- High level of resilience skill if the total score is > 75 %.
- Moderate level of resilience skill if the total score is 60 to 75 %.
- Low level of resilience skill if the total score is < 60%.

Second tool: Head Nurses' Achievement Motivating Behavior Questionnaire:

A structured questionnaire was developed by [14] & [15] and was modified by the investigator in the light of reviewing related literature. to assess motivating behavior of head nurses as perceived by nurses It's included four dimensions contained 41 items as follows; Commitment and Responsibility (13 items), Desir to Succeed and Excel (16 items), The Challenge (7 items) and Independence and Self-reliance (5 items) **Scoring system:**

The items were measured by using Likert scale concluded into three points as follows; always done (3), sometimes done (2) and never done (1). The total score of each dimension summed, and converted into percent score.

- High level of motivating behavior if the total score is >75%
- Moderate level of motivating behavior if the total score is from 60% to 75%
- Low level of motivating behavior if the total score is <60%

Method

Administrative Design

An official permission was issued from dean of the Faculty of Nursing to the Director of Benha University Hospital for taking their permission to conduct the study, and seek their support.

Ethical considerations

The study was conducted with careful consideration of ethical standards of research and rights of the participants. The respondent rights was protected by ensuring voluntary participation, so the oral consent was obtained by explaining purpose, nature and the time of conducting the study, potential benefits of the study, how data was collected, expected outcomes and the respondent right to withdrawing from the study at any time.

Preparatory phase

This phase started from January 2022 to March 2022 covering three months. It included the following; reviewing the national and international related literature using journal, text books and theoretical knowledge of the various aspects concerning the topic of the study.

Pilot study

A pilot study was carried out in April 2022 to ascertain the clarity and applicability of the study tools. The pilot study included 32 nurses representing 10% of total study subjects. It has also served in estimating the time needed for filling the tools. Total questionnaires ranged between (15 -20) minutes. First tool took 5 minutes, second tool took 10 minutes. No modifications

were needed. So, the pilot study subjects were included in the main study subjects.

Field work

Data collection took about month and half, started from beginning of May 2022 to the middle of June 2022. The investigator met nurses and explained the aim, the nature of the study, the method of filling questionnaires and this was done individually or through groups meetings. The investigator distributed the questionnaire sheets to the participated nurses to fill it at their suitable times in morning and afternoon shifts hours. The number of collected questionnaires from nurses per day approximately 18 sheets. All questionnaires took from 15 to 20 minutes to complete the questionnaires sheets. Data collected three days per week in (Saturday, Monday and Thursday) it was in the middle of the shift and other time before the end of the shift according to type of work and work load of each department in the presence of the investigator to clarify any ambiguity.

Tools Validity and reliability

Face and content validity were tested by a panel of five experts on field of Nursing Administration at Faculty of Nursing. Necessary modifications were done according to jury comments modification were related to grammatical language and rephrasing of some sentences. Also, Reliability of tools tested by Cronbach's Alpha.

- Resilience skill of head nurses was (0,863).
- Motivating behavior of head nurse was (0,881).

Statistical design

Data were collected, tabulated, statistically using analyzed using an IBM personal computer with statistical package of social science (SPSS) version 22.

- Descriptive statistics: In which quantitative data were present in the form of mean, standard deviation (SD), frequency, and percentage distribution.
- Analytical statistics: Used to find out possible association between studied variables. The used tests of significance included; Chi-square (χ^2) test was used to detect the relation between two qualitative variables. In addition, correlation coefficient (r) test was used to estimate the closeness association between variables.
- A significance level value was considered when p -value ≤ 0.05 and a highly significance level was considered when p -value ≤ 0.001 ,

Results

Table (1): Shows that, more than two fifths of the studied nurses (45.0%) were aged between 30-< 40

Table (1) Frequency distribution of the studied nurses according to their personal characteristics (n=322)

personal characteristics	No.	%
Age (years)		
20-< 30	92	28.6
30-< 40	145	45.0
≥ 40	85	26.4
Mean \pm SD	36.92 \pm 10.25	

years, with Mean \pm SD (36.92 \pm 10.25). Also, the majority of them (88.8%) were females. Moreover, more than half of nursing staff (52.5%) working at medical departments/units. Regarding years of experience, more than two fifths of nurses (44.1%) had 5-<10 years, with Mean \pm SD (8.92 \pm 3.74).

Figure (1): Shows that, more than half of the studied nurses (51.2%) reported that head nurses' resilience skills was moderate. Also, more than one-quarter of them (26.1%) reported that head nurses resilience skill level was high. While, more than one fifth of them (22.7%) reported that head nurses resilience skill level was low.

Table (2): Shows that :the mean score and standard deviation of head nurses' resilience skills perceived by nurses' dimensions was (45.71 \pm 9.63) which represent (60.9%). Also, the highest score percent for "purposeful life" which represent (74.7%) and it was the first ranking, while the lowest score percent was for "perseverance" which represent (48.4%) which represented the last ranking

Figure (2): Shows that, more than half of the studied nurses (52.8%) reported that head nurses' motivating behavior was moderate. Also, more than one-quarter of them (28.0%) reported that head nurses' motivating behavior was high. While, less than one-fifth of them (19.2%) reported that head nurses' motivating behavior was low.

Table (3): Shows that: the mean score and standard deviation of head nurses' motivating behavior as perceived by nurses was (76.7 \pm 14.70) which represent (62.4%). Also, the highest score percent was for "challenge " dimensions which represent (72.7%) and it was the first ranking, while the lowest score percent was for "independence and self-reliance" dimensions which represent (54.2%) which represented the last ranking

Table (4): Reveals that, there was highly statistically significant positive correlation between head nurses' resilience skills and their motivating behavior at ($P = < 0.01$) as perceived by nurses. .

Table (5): Shows that, there was highly statistically significant relation between total level of head nurses' resilience skills and the study nurses their gender, educational qualifications and years of experience at ($P = < 0.01$). Also, there was statistically significant relation with their age at ($P = < 0.05$). While, there was no statistically significant relation with their department/ unit at ($P = > 0.05$).

Gender		
Male	36	11.2
Female	286	88.8
Department/ unit		
Medical	169	52.5
Surgical	153	47.5
Years of experience		
2<5	45	14.0
5< 10	142	44.1
10< 15	73	22.7
≥ 15	62	19.2
Mean ±SD		8.92 ± 3.74

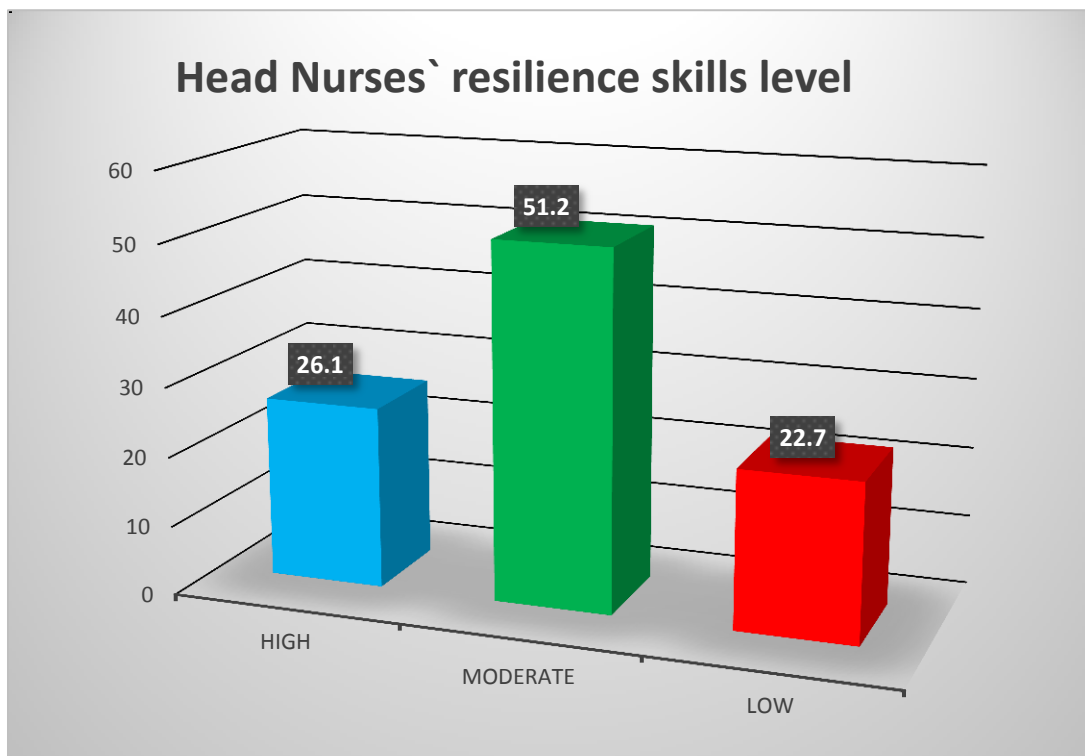


Fig. (1) head nurses resilience skill level as perceived by nurses

Table (2) Ranking with mean scores of head nurses' resilience skills levels as perceived by nurses

Dimensions of resilience skills	Min	Max	Mean ± S D	Score%	Ranking
Perseverance	5	15	7.26 ± 2.11	48.4%	5
Self-reliance	5	15	9.81 ± 2.32	65.4%	3
Aloneness	9	24	15.8 ± 3.05	65.8%	2
Purposeful life	3	9	6.72 ± 1.93	74.7%	1
Poise	4	12	6.12 ± 2.01	51%	4
Total resilience skills	26	75	45.71± 9.63	60.9%	

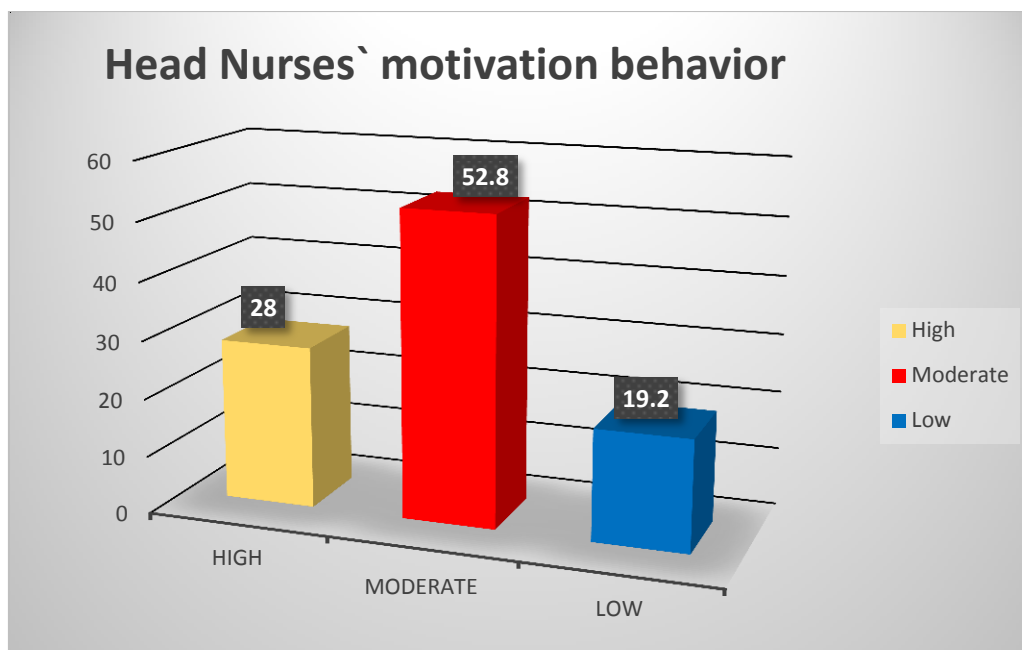


Fig. (2) head nurses' motivating behavior as perceived by nurses.

Table (3) Ranking with mean scores of head nurses' motivating behavior as perceived by nurses

Dimensions of motivating behavior	Min	Max	Mean ± S D	Score%	Ranking
Commitment and Responsibility	13	39	23.6 ± 6.07	60.5	2
Desir to succeed and excel	16	48	29.7 ± 7.31	61.9	3
Challenge	7	21	15.27 ± 4.95	72.7	1
Independence and Self-reliance	5	15	8.13 ± 2.71	54.2	4
Total motivating behavior	41	123	76.7 ± 14.70	62.4	10

Table (4) relation between head nurses' resilience skills and their motivating behavior as perceived by nurses

Total resilience skills of head nurses perceived by nurses	Total motivating behavior of head nurses perceived by nurses	
	r	p-value
	0.771	0.000**

r= correlation coefficient test. P= p-value **highly statistically significant at p < 0.01.

Table (5) Relation between personal characteristics of the studied nurses and the level of head nurses' resilience skills perceived by them

personal and job characteristics		head nurses' resilience skills levels as perceived by nurses						X ²	P-Value
		High (n=84)		Moderate (n=165)		Low (n=73)			
Items		No.	%	No.	%	No.	%		
Age (years)	20-< 30	7	8.3	35	21.2	50	68.5	13.96	0.046*
	30-< 40	45	53.6	90	54.5	10	13.7		
	≥ 40	32	38.1	40	24.3	13	17.8		
Gender	Male	0	0.0	16	9.7	20	27.4	26.93	0.005*
	Female	84	100	149	90.3	53	72.6		

Department/ unit	Medical	44	52.4	89	53.9	36	49.3	2.599	0.115
	Surgical	40	47.6	76	46.1	37	50.7		
Educational qualifications	Diploma degree in Nursing	10	11.9	15	9.1	50	68.5	23.01	0.007*
	Technical Institute	32	38.1	124	75.2	8	11.0		
	Bachelor degree of Nursing	32	38.1	24	14.5	15	20.5		
	post-graduate qualifications	10	11.9	2	1.2	0	0.0		
Years of experience	2<5	5	6.0	15	9.1	25	34.3	30.52	0.000**
	5<10	27	32.1	85	51.5	30	41.1		
	10<15	23	27.4	35	21.2	15	20.5		
	≥ 15	29	34.5	30	18.2	3	4.1		

*Significant at $p < 0.05$. **highly significant at $p < 0.01$.

Discussion

Resilience appears as an important concept in reducing the psychological burden of nurses and increasing physical and mental health, because it has been proven that resilience has a mediating effect on the relationship between burnout and physical/mental health. Resilience is a positive concept that enables nurses to deal with stressful situations and adapt positively, leading to the maintenance of their psychological well-being and mental health [16]

The present study was conducted to assess the relation between head nurses' resilience skills and their motivating behavior as perceived by nurses through assess the level of head nurses' resilience skills as perceived by nurses and the level of head nurses' motivating behavior as perceived by nurses.

Regarding personal characteristics of the studied nurses, the current study revealed that more than two fifth of the studied nurses were aged between 30-< 40 years, the majority of them were female. Moreover, more than half of staff nurses were working at medical departments /units. For years of experience, more than two fifth of the studied nurses had 5-<10 years, in addition, half of the studied nurses had technical institute of nursing while less than one-quarter of them had diploma degree in nursing.

Head nurses' resilience skills as perceived by nurses.

The current study portrayed that head nurses had moderate level of resilience skills perceived by nurses. From investigator point of view, this result may be due to, head nurse had a lot of tasks to do, and this requires flexibility in some situations and decisiveness in others. Supporting the study findings by, [17] they found that the participants had a moderate level of resilience. On the other hand, this result was dis agreed with the studies conducted by [18] they found that resilience levels of head nurses have been reported as low.

Moreover, the current study revealed that the mean scores and standard deviation of total head nurses' resilience skills dimensions represented less than two thirds. This result was agreed with [19] they reported that a moderate mean score of the studied nurses' resilience skills. On the other

hand, this result was dis agreed with the studies conducted by [20] they found that the mean scores and standard deviation of total perception regarding nurses' resilience skills represented less than one- fifth.

As well, the current study represented that the highest mean score and standard deviation of head nurses' resilience skills level dimensions was for "purposeful life" dimension which represented almost three quarters. From investigator point of view, this may be due attributed to resilient individuals have the ability to recover and show higher optimism, flexible thinking skills, converting problems to learning opportunities.

The results of this study were supported by the study by [21] they indicated that the majority of head nurses had high of resilience about purposeful life dimension. On the other hand, this result was dis agreed with the studies conducted by [22] they indicated that the minority of head nurses had high resilience about purposeful life dimension.

Additionally, the present study declared that the lowest mean score and standard deviation was for "perseverance" dimension which represent less than half. From investigator point of view, this may be due to, the head nurses going through a lot of difficulties in daily life at work and this led to a decrease in their perseverance.

The results were supported by [23] they found that the studied nurses had low resilience regarding perseverance. On the other hand, this result was dis agreed with the study carried out by [24] they reported that the studied nurses had a high resilience regarding perseverance.

Regarding the head nurses' motivating behavior as perceived by nurses, the present study declared that the head nurses had moderate level of motivating behavior as perceived by nurses. From investigator's point of view, this may be due to, the desire of the head nurse to raise the efficiency of nursing by motivating them and raising the spirit of competition among them.

These findings were consistent with a study conducted by [25] they reported that most of the studied nurses were moderately motivated. On the

other hand, a study by [26] they clarified that low motivating behavior was reported by studied nurses.

Concerning mean scores and standard deviation of head nurses' motivating behavior as perceived by nurses, the current study illustrated that the highest mean score and standard deviation of total motivating behavior domains was for "Challenge" which represent nearly three quarters. From investigator's point of view, this may be due to, competition between head nurses and each other's lead to an increase in the challenge rate for the head nurses.

These findings were in agreement with a study carried out by [27] they informed that highest mean score of total perception regarding head nurses' motivating behavior was for "Challenge". But this result disagreed with study conducted by [28] they found that lowest mean score of total perception regarding head nurses' motivating behavior was for "Challenge".

Furthermore, the current study demonstrated that the lowest mean score and standard deviation was for "Independence and Self-reliance" which represent more than half. From investigator's point of view that may be due to, the pressure of work and the large number of tasks required from head nurse that led to a decrease in the percentage of Independence and Self-reliance of head nurse.

These findings were in agreement with a study carried out by [29] they confirmed that the lowest mean score and standard deviation was for "Independence and Self-reliance". While these finding was dis agreed with a study carried out by [30] they found the studied nurses' perception regarding head nurses' motivating behavior regarding "Independence" was high and reached more than half.

The current study displayed that there was highly statistically significant relation between total head nurses' resilience skills and their gender, educational qualifications and years of experience. From investigator's point of view, this may be due to, nurses with more years of experience with higher education levels which lead to development of interaction with the environment that produce more perception regarding head nurses' resilience and increased job satisfaction of head nurses. Also, gender, it may because the largest proportion in the nursing profession is females.

These findings agreed with a study carried out by [31] they stated that a significant relationship was found between age, experience and level of education and nurse's perception regarding head nurses' resilience skills.

Additionally, the present study declared that there was statistically significant relation with the studied nurses' age and the head nurses'

resilience skills, while there was no statistically significant relation with their department/ unit. From investigator's point of view, this may be due to, nurses with older age are more likely to gain knowledge and experience that affecting their opinion towards the head nurses which encourage and provide frequent opportunities to develop new skills. But working department/ unit may be had no effect of the nurses' perception.

There was highly statistically significant positive correlation between head nurses' resilience skills and their motivating behavior as perceived by nurses. These mean when head nurses' resilience skills had increased their motivating behavior increased. And when head nurses' resilience skills had decreased their motivating behavior decreased. From investigator's point of view, this may be due to, as resilient head nurses able to create a motivating work environment through their leader behaviors, which provide their staff nurses caring, resources and organizational support, involve them in any decision and provide needed information that create motivated and empowered staff nurses and positive health outcomes.

This result was congruent with a study conducted by [32] they reported that there were significant correlations between empowering leader behavior and resilience, which head nurses who had the higher empowering leader behaviors, also had higher ability and skill to be resilient and overcome challenges. And the study conducted by [33] they reported that there were significant correlations between resilience leader skill and motivating behavior which led to increase effective of work performance

Conclusion

There was highly statistically significant positive correlation between head nurses' resilience skills and their motivating behavior as perceived by nurses.

Recommendations

- Holding organizational seminars to strengthen the resiliency abilities of head nurses and maintain the advancement of motivating leader behaviors
- Policy guides for improve work motivation of health worker

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