Relationship between Resilience and Organizational Citizenship Behavior among Staff Nurses

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ABSTRACT

Background: A resilience perspective promotes a new way of seeing, by arguing that organizations are more effective than threat rigidity and what other deterministic perspectives allow. Although leadership has always been more difficult in challenging times, the unique stressors that organizations are facing worldwide today call for a renewed focus on what constitutes genuine leadership, and the need for authentic leadership has become obvious. Strengthening resilience helps nurses to engage in positive organizational citizenship behavior and an individual's ability to successfully cope with stress. **Aim:** the current study aimed to assess relationship between resilience and organizational citizenship behaviour among staff nurses. **Design:** A descriptive correlational design was used to carry out this study. **Setting**: This study was conducted at Ain-shams University Hospital which affiliated to Ain-shams University Hospital include two buildings: The first building consists of three floors are limited to administrative offices and the bone marrow transplant unit, the second building consists of five floors and contain all units and departments in the hospital (37) units and departments It's composed of 20 departments and 13 intermediate and intensive care units and 4 outpatient clinic. It provides care for patients in different medical specialties with a wide range of ambulatory care services such as outpatient, pharmacy, emergency, x-ray, physiotherapy, and paramedical services as dietary, laundry and maintenance. The total capacity is 601 beds. **Tools of Data collection**: the current study was collected by two tools namely; Resilience scale and Organizational citizenship behavior scale. **Results**: More than three fifths (61%) of staff nurses had a high level of resilience. While less than one fifth (18%) of them had low level of resilience. More than half (53.5%) of staff nurses had a high level of organizational citizenship behavior. While more than one fifth (22%) of them had low level of organizational citizenship behavior. **Conclusion**: There was a highly positive correlation between resilience and organizational citizenship behavior among staff nurses. **Recommendations**: Designing and creating an organizational environment that nurtures resilience could be an effective way of making people resilient and committed.

Key words: Resilience, Staff Nurses, Organizational Citizenship behavior

INTRODUCTION

A resilience perspective promotes a new way of seeing, by arguing that organizations are more effective than threat rigidity and what other deterministic perspectives allow. Although leadership has always been more difficult in challenging times, the unique stressors that organizations are facing worldwide today call for a renewed focus on what constitutes genuine leadership, and the need for authentic leadership has become obvious *(Zehira & Narcıkara, 2021)*.

Resilience is the successful adaptation to life tasks despite social disadvantages or highly adverse conditions and the maintenance of positive adjustment under challenging environmental and interior conditions where the organization emerges from those conditions strengthened, more powerful and more resourceful *(Bakeer, Nassar & Sweelam, 2022)*.

Resilience probably occurs when individuals have access to a sufficient amount of high - quality resources, such as human, social, emotional and material capital, that they make individuals develop competence. Moreover, it is more likely to occur when individuals have experiences that allow them toencounter success and build self-efficacy that motivates them to succeed in their future endeavors *(Masten, 2020)*.

Organizational Citizenship Behavior (OCB) is one of the extra-role behaviors, which is also known as good soldier syndrome. Organization Citizenship Behavior OCB is not directly defined and indicated in the definitions of formal roles. OCBs are positive social behaviors that increase the efficiency of the organization as a whole. These are the behaviors displayed voluntarily by workers depending on their personal choice without a written rule, and they are not indicated in the agreement of an organization and not required by job definition; therefore, omission of these behaviors does not bring any penalty *(Gabaisen et al. 2023)*.

Organizational citizenship behavior is categorized into seven domains as helping behavior means helping others without being asked. Sportsmanship means sacrificing for the organization while remaining positive. Organizational loyalty means being loyal to the organization and promoting a positive image of the organization to outsiders. Organizational compliance means following the organization's rules and regulations. Individual initiative means actively improving work results and motivating others to do the same, civic virtue means involvement in political membership of the organization, and self-development concerns with the employees' effort to improve themselves *(Shillamkwese et al., 2023.)*

Resilient people are able to pursue new knowledge and experiences and get into deeper relationships with others. The sense of exploring new experiences motivates employees to build social relationships at the workplace and engage into activities which are beyond their defined job roles. Further, resilient individuals are more likely to experience positive emotions even in the midst of difficult situations. Positive emotions are linked to positive outcomes at the workplace. Thus, Resilient people at the workplace will be more engage in OCB (*Paul, Bamel & Garg, (2020).*

Significance of the study:

The Researcher observed that staff nurses working at Ain shams university hospital facing many challenges during

their work and felt dissatisfied about their work, feel unhappy, didn't keep a good relation between their peers and didn't have ability to cope with challenge and stressful situation effectively that negatively effect on their citizenship behaviors.so, the researcher interested to study relation between resilience and organizational citizenship behavior among staff nurses.

The sense of exploring new experiences motivates employees to build social relationships at the workplace and engage into activities which are beyond their defined job roles. Thus, it is expected that resilience at the workplace will encourage employees to engage in OCB (Purwanti et al., 2020) thus, this study aims to assess relation between resilience and organizational citizenship behavior among staff nurses.

AIM OF THE STUDY

This study aims to assess relationship between resilience and organizational citizenship behavior among staff nurses.

Research Question:

Is there a relationship between resilience and organizational citizenship behavior among staff nurses?

SUBJECTS AND METHODS

This study was aimed to assess relationship between resilience and organizational citizenship behavior among staff nurses.

Research Question:

Is there a relationship between resilience and organizational citizenship behavior among staff nurses?

The methodology of this study was presented under four main designs as follow:
I-   Technical design.
II-   Operational design.
III-   Administrative design.
IV-   Statistical design.

I. Technical design

The technical design involved a description of the research design, setting, subjects of the study, and tools of data collection.

Research design

A descriptive correlational design was used to carry out this study.

Setting

This study was conducted at Ain-shams University Hospital include two buildings: The first building consists of three floors are limited to administrative offices and the bone marrow transplant unit, the second building consists of five floors and contain all units and departments in the hospital (37) units and departments It's composed of 20 departments and 13 intermediate and intensive care units and 4 outpatient clinic. It provides care for patients in different medical specialties with a wide range of ambulatory care services such as outpatient, pharmacy, emergency, x-ray, physiotherapy, and paramedical services as dietary, laundry and maintenance. The total capacity is 601 beds.

Subjects of the study

The subjects of the study were 169 from 300 of staff nurses. the selection technique was simple random sample.

Sample size:

The study size is calculated based on this equation.

$$N= \frac{N}{1+N(e)^2} \text{ (Rayan, 2013)}$$

n= sample size
N= total size
Z= 1.96
d= error level 5%
p= 0.5

Tools of data collection:

The data for this study was collected by two tools namely nurses' resilience scale and organizational citizenship behavior scale.

First tool: Nurses Resilience Scale:

It aimed to assess resilience levels of a staff nurses. It Adapted from by (Park & Park, 2016). It divided into two parts:

Part I: This part focus on data about staff nurses personal and job characteristics including age, gender, marital status, qualification and years of experience, etc….

Part II: It contains of 19 items classified into four dimensions as following description:

Table (1): Nurses Resilience Scale Dimensions.

Domains	No of items	Examples
1. Dispositional Pattern	**6 items**	I can do a new job or a difficult work
2. Relational Pattern	**4 items**	I fully accept the advice of others
3. Situational Pattern	**3items**	I know when I am not involved in the work or I am Involved
4. Philosophical Pattern	**6 items**	I feel generally happy

Scoring system:

Responses of participants were measured on a 5 points Likert scale ranged from (always =5, usually= 4, sometimes =3, rarely =2, never =1). Study subjects had low resilience if total score was less than 50 %. While it is considered moderate if score was ranged from 50-75% and it is considered high if total score was more than 75% (Kim & Park, 2016).

Second tool: Organizational citizenship behavior scale

It aimed to assess organizational citizenship behavior among staff nurses. It developed by Organ, (1990), and was adopted from Mohamed, (2018). It contains of 20 items classified into five dimensions as following description:

Table (2): Organizational citizenship behavior scale dimensions.

Domains	No of items	Examples
1. Altruism	**5 items**	I help my colleagues to carry out the tasks entrusted to them
2. Civility	**4 items**	Avoid stirring up trouble at work
3. Sportsmanship	**3 items**	Carry out of additional tasks delegated to me without grumbling
4. Civic virtue	**5 items**	I maintain reputation of the hospital where I work
5. Conscientiousness	**3 items**	I usually provide suggestion for work development

Scoring system:

Responses of participants were measured on a 5 points Likert scale ranged from (Strongly agree =5, Agree= 4, Neutral =3, Disagree =2, Strongly disagree=1). Strongly agree was scored as "5", while strongly disagree was scored as "1". Study subjects had low citizenship behavior if total score was less than 60 %. While it is considered moderate if score was ranged from 60-75% and it is considered high if total score was more than 75% (Mohamed, 2018).

II. Operational Design

The operational design for this study included three phases namely: preparatory phase, pilot study and field work.

Preparatory phase:

This phase started from August 2022 till October 2022, the researcher reviewed the national and international related literature, the material in textbooks & scientific journals were used in the study to be acquainted with study subject.

validity and reliability

Validity for preliminary form of the nurses' resilience scale was presented to a jury group for face and content validation. The jury group consisted of five experts in the field of nursing administration department affiliated to Ain Shams University (professor of nursing administration). The process involved their general or overall opinion about nurses' resilience scale. The tool was assessed for its clarity, Comprehensiveness, Simplicity, understanding and applicability. According to the jury opinions modifications as rephrasing and adding or omission was performed by researcher.

Tool reliability:

Tools of data collection were examined through assessing their internal consistency by Cronbach alpha. It represented in the following table:

Table (3): Reliability score for data collection tools.

Data Collection Tools	No. of items	Cronbach alpha
Nurses Resilience Scale	19	0.851

Pilot study:

The pilot study was carried out on 17 staff who represents 10% of the total of the study subjects. The aim of the pilot study was to examine the applicability of the tool, clarity of language, test the feasibility and suitability of the designated tools. It also served to estimate the time needed to complete the forms by each study subject and identifying potential obstacles and problems that may be encountered during data collection. The time for filling the questionnaires took around 25-35 minutes. The pilot study was conducted in November 2022. The study subjects who participated in the pilot were excluded from the main study sample.

4-Field work:

The fieldwork of the study took two months started in the first of December and completed at the end of January 2022. The researcher met the head nurse of each unit for determining the suitable time to collect the data from the staff in each unit. The researcher introduced herself to staff nurses in the workplace, explains the aim and component of the questionnaires and distributed the sheets to staff nurses in their work settings at different times. The researcher was present during the data collection period to explain how to filling the questionnaires, clarify any ambiguity and answer any questions. Data was collected four days per week at the morning and afternoon shifts. The researcher collected about fifteen to twenty questionnaires every week. The filled forms were handed back to the researcher to check each one to ensure its completeness.

III. Administrative Design:

To carry out the study, the necessary approvals were obtained. An official letter was issued from Dean of Faculty of Nursing, Ain Shams University, to obtain permission from the hospital directors about conduction the study. The researcher met both hospital directors medical and nursing to explain aim of the study and get their approval to collect data and seek their support.

Ethical consideration:

Prior to the study conduction, Ethical approval was obtained from the Scientific Research Ethical Committee of the Faculty of Nursing at Ain Shams University. The subjects were informed about their right to withdraw at any time without giving any reason and the collected data kept confidential and used

for scientific work only. Informal consent was obtained from each participant in the study.

IV. Statistical Design:

Data collected from the studied sample was revised, coded and entered using the computer software PC. Data entry and statistical analysis were fulfilled using the statistical package for social sciences (IBM SPSS 20.0). Data were presented using descriptive statistics in the form of frequencies, percentages for non-numerical data and mean, standard deviation (+ SD) for parametric numerical data. Also, using analytical statistics in the form of chi square test to examine the relationship between two qualitative variables. Using student t-test to assess the statistical significance of the difference of a parametric variable between means of two study groups (two independent group means). statistically significant was considered at P<0.05.

RESULTS:

 The study results were presented in the following parts:

Part I: Distribution of personal characteristics among staff nurses (table 4. figure 1)

Part II: Resilience level among staff nurses (table: 5-7. figure 2).

Part III: Staff nurses' organizational citizenship behavior. (table: 8-13. Figure 3.

Part IV: Relationship between staff nurses' personal data and resilience or organization citizen ship behavior (table13-14)

Part V: Correlation between staff nurses' of resilience and organization citizen ship behavior (table: 15)

Part VI: Multiple Linear regression resilience and organization citizen ship behavior (16-17).

Table (4): shows that slightly more than half (53.8%) of the staff nurses Mean ±SD**35.58**±0.86 were female, more than two fifths (47.3%) of staff nurses were less than 30 years old, more half (54.4%) of them were single. About three fifths (59.8%) of them had a bachelor of nursing, and more than half (58%) of them had experienced less than 5 years.

Figure (1) shows that more than half (58.6%) of nurses working at critical care units. While, two fifth of nurses working at non critical care unit.

Table (5): reveals that the more than half (71.2%) of staff nurses had a high level regarding philosophical pattern dimension. While (24.3%) of them had low level regarding situational pattern.

Figure (2): reveals that more than three fifths (61%) of staff nurses had a high level of resilience. While less than one fifth (18%) of them had low level of resilience.

Table (6): reveals that the more than half (63.9%) of staff nurses had a high-level regarding civility dimension. While more than fifth (29.6%) of them had low level regarding Altruism (Selflessness) dimension.

Figure (3): reveals that more than half (53.5%) of staff nurses had a high level of organizational citizenship behavior. While more than one fifth (22%) of them had low level of organizational citizenship behavior.

Table (7): shows that there was significant statistical relationship between resilience, marital status and qualifications. While, there was highly significant statistical relationship between resilience, age, years' experience at current unit, and workplace.

Table (8): shows that there was significant statistical relationship between resilience and age. While, there was highly significant statistical relationship between resilience, qualifications, years' experience at current unit, and workplace.

Table (9): illustrates that there was a highly positive correlation between total of resilience and organization Citizen ship behavior level among staff nurse.

Part I: Personal and job characteristics of staff nurses
Table (4): Personal and job characteristics of study sample (N = 169).

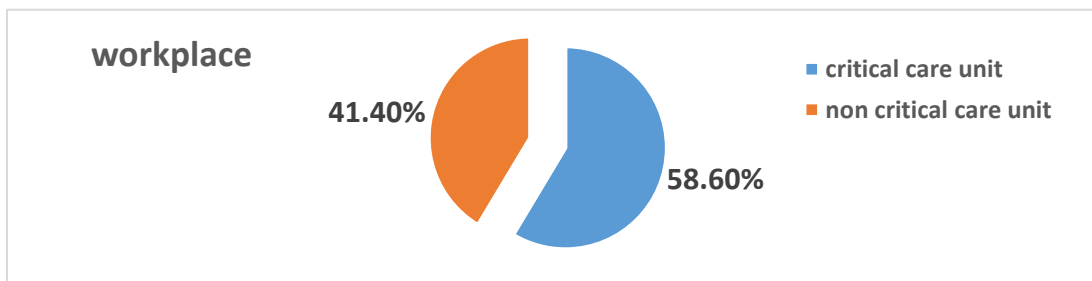| Items	N	%
Gender		
Male	78	**46.2**
Female	91	53.8
Age		
< 30 years	80	47.3
30-40	40	23.7
More than 40 years	49	29
Mean ±SD	**35.58** ±0.86	
Marital status		
Single	92	54.4
Married	59	35
Divorced	11	6.5
Widow	7	4.1
Educational Qualification		
Nursing Diploma	17	10
High average degree	51	30.2
Bachelor of Nursing	101	59.8
Number of Years of Experience		
>5	98	58
5≥10	49	29
10≥15	11	6.5
15 or more	11	6.5
Mean ±SD	**5.58** ±0.86	

Fig (1): Frequency distribution of the studied nurses 'workplace (n=80).

Part II: Resilience level among staff nurses

Table (5): Staff nurses' level regarding total dimensions of resilience(n=169)

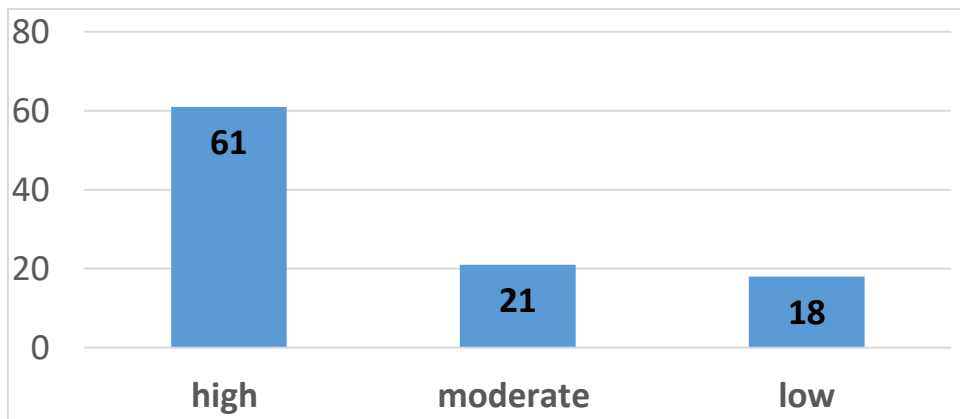| Resilience Dimensions	Resilience level					
	High <75		Moderate 60≥75%		low <60%	
	N	%	N	%	N	%
Dispositional pattern	100	61.0	37	21.0	32	**18**
Rational pattern	110	66.7	33	18.6	26	14.7
Situational pattern	83	51.4	43	24.3	43	24.3
Philosophical pattern	118	71.2	29	16.4	22	12.4

Figure (2): Total level of staff nurses regarding resilience

Part II: Staff nurses' organizational citizenship behavior.

Table (6): Staff nurses' level regarding total dimensions of organizational citizenship behavior (n= 169).

Organizational citizenship behaviors Dimensions	High <75 %		Moderate 60≥75%		low <60%	
	No.	%	No.	%	No	%
Altruism (Selflessness)	84	49.7	35	20.7	50	29.6
Civility (courtesy)	108	63.9	41	24.3	20	11.8
Sportsmanship	107	63.3	40	23.7	22	13
Civic virtue (civilized behavior).	95	56.2	45	26.6	29	17.2
Conscientiousness (Awareness of conscience)	90	53.3	35	20.7	44	26

Organizational citizenship behavior

- high
- moderate
- low

22%

53.5

24.5

Figure (3): Staff nurses' total organizational citizenship behavior level (n= 169).

Part V: Relationship between staff nurses' personal data and studied variables:

Table (7): Relationship between staff nurses' personal data, and resilience (n=169).

Personal data	Resilience level						Chi square test	
	Low		Moderate		High			
	No.	%	No.	%	No.	%	χ2	P
Gender								
Male	23	13.6	42	24.8	13	7.7	1.73	0.15
Female	90	53.3	1	0.6	0	0		
Age								
< 30 years	15	8.9	15	8.9	50	29.6		
30-40	10	5.9	10	5.9	20	11.8	8.88	0.007**
More than 40 years	5	3	14	8.3	30	17.7		
Marital status								
Single	50	29.6	20	11.8	22	13		
Married	50	29.6	0	0	9	5.3	2.045	0.022*
Divorced	2	1.2	5	3	4	4.3		
Widow	3	1.8	2	1.2	2	1.2		
Qualification								
Nursing diploma	**15**	**8.9**	**9**	**5.3**	**1**	**0.6**		
Technical degree	**20**	**11.8**	**20**	**11.8**	**3**	**1.8**	**18.04**	**0.02***
Bachelor's degree	**9**	**5.3**	**50**	**29.6**	**50**	**29.6**		
Years' experience at current unit								
1-5 years	**70**	**41.4**	**22**	**13**	**6**	**3.5**		
5 - 10 years	**10**	**5.9**	**19**	**11.2**	**20**	**11.8**		
10 -15years	**5**	**3**	**1**	**0.6**	**5**	**3**	**10.00**	**0.003****
More 15 years	**3**	**1.8**	**4**	**2.3**	**4**	**2.3**		
Work place								
Non critical	**30**	**17.8**	**20**	**11.8**	**20**	**11.8**		

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

Table (8): Relationship between staff nurses' personal data, and their Organization Citizen ship behavior(n=169).

Personal data	Organization Citizen ship behavior level						Chi square test	
	Low		Moderate		High			
	No.	%	No.	%	No.	%	χ2	P
Gender								
Male	21	12.4	36	21.3	21	12.4	1.98	.16
Female	50	29.6	31	18.3	10	6		
Age								
< 30 years	30	17.7	10	5.9	40	23.7		
30-40	10	5.9	10	5.9	20	11.8	3.88	.005*
More than 40 years	14	8.3	10	5.9	25	14.8		
Marital status								
Single	30	17.7	52	30.8	10	6		
Married	32	18.9	20	11.8	7	4.1	1.72	.15
Divorced	4	2.4	5	3	2	1.2		
Widow	3	1.8	1	0.6	3	1.8		
Qualification								
Nursing diploma	15	8.8	5	3	5	3		
Technical degree	22	13	20	11.8	1	0.6	18.04	.001**
Bachelors degree	50	29.6	46	27.2	0	0		
Years' experience at current unit								
Less 5 years	52	30.8	40	23.7	6	3.5		
5 - 10 years	19	11.3	10	6	20	11.8	9.88	.007**
10 -15years	5	3	0	0	6	3.6		
More 15 years	3	1.8	4	2.4	4	2.4		
Work place								
Critical	90	53.3	9	5.3	0	0	4.094	.001**
Non critical	20	11.8	20	11.8	30	17.8		

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

Statistical correlation among study variables:

Table (9): Correlation between staff nurses 'of resilience and Organization Citizen ship behavior level (n=169).

	Pearson Correlation	resilience
Organization Citizen ship behavior	r	0.613**
	P	0.000

DISCUSSION

Individuals with high resilience can bounce back from adversity by building and using their capability endowment to interact with the environment in a way that positively adjusts and maintains functioning before, during, and following any adversity. These employees can use their mental and physical efforts to overcome these adversities *(Alshaabani et al., 2021).* So, this study was aimed to

assess relationship between resilience and organizational citizenship behavior among staff nurses.

The first variable investigated in the present study was resilience Regarding total level of staff nurses toward the resilience current study revealed that more than three fifths of staff nurses had a high level of resilience. While less than one fifth of them had low level of resilience. This result on agreement with (*Elsayed and Abdel-Ghani 2020),* who examined The Learning organization and Its influence on organization' resilience and creativity in Mansoura Oncology Center they assessed the level of organizational resilience in Mansoura Oncology Center, and they found that the resilience level was high. The previous findings were dissimilar to the study of *(Gabaisen et al. 2023),* The who examined The Influence of Faculty Members' Resiliency and Organizational Citizenship Behavior as Predictors of Teaching Performance and reported that the resilience level was low.

Regarding dimensions of resilience the current study revealed that less than three quarters of staff nurses had a high level regarding philosophical pattern dimension. While more than fifth of them had low level regarding philosophical pattern dimension. From researcher point of view, this result may be attributed for nurses feel generally happy due to high adaptation pattern and resilience with their working condition that reflected in nurses' personality to become more cheerful. satisfied and feel about their importance in his organization. This result on agreement with (*Adıbelli, Kırca*

& Bademli, 2021). who studied the psychometric properties of Turkish version of the resilience scale for nurses, and found that majority of studied sample had high level to ward of philosophical domain pattern. Also, on disagreement with (*Duchek, 2020),* who studied organizational resilience: a capability-based conceptualization, had high level regarding situational pattern dimension

The present study was supported by result of Boakye et al., (2022) who studied that leadership trust moderated the linkage between resilience and organizational citizenship behavior. However, interpersonal trust moderates the linkage between resilience and organizational citizenship behavior. Unequivocally, resilience produces the highest organizational citizenship behavior when leaders trust their subordinates. This study, therefore, pinpoints the significant role of leadership trust in alleviating the impact of resilience on organizational citizenship behavior. on the same line with the present study the result reported by *(Sari & Wahyuni 2022)* who studied the Effect of employee resilience against OCB: The role of organizational commitment mediation and found resilience as a significant predictor of OCB On the other hand, the current study result disagrees with Das, (2021) who studied the Influence of organizational citizenship behavior (OCB) on organizational effectiveness found that high score of sportsmanship related to do not hesitate to help others even if it takes extra time.

The second variable in this study was Organizational citizenship behavior; the

current study reveals that more than half of staff nurses had a high level of organizational citizenship behavior. While more than one fifth of them had low level of organizational citizenship behavior. This result might be due to the studied nurse have a sense of responsibility toward patient which in turn have impact on their citizenship.

The present study was on contrary with result reported by *(Yassin, 2022)* who study "Abusive Supervision as Perceived by Staff Nurses and Its' Influence on their Intention to Quit and Organizational Citizenship Behavior" and showed that more than half of the study participants had low level of organizational citizenship behavior.

The finding of the current study agreed with the study done by *(Mohamed et al., 2021)* which entitled "Organizational Citizenship Behaviors and Relationship to Internal Marketing of Nursing Profession" conducted at Menoufia University Hospitals, and found that nearly two thirds of staff nurses o had a high level of total organizational citizenship behaviors. the result of Chepkemoi, (2021). who conduct a study entitled by Employee retention strategies, career development practices and organizational citizenship behavior in environmental agencies within north rift region concluded that there was nearly half of the studied subject had the highest level of OCB in the study setting.

In relation to Staff nurses' level regarding total dimensions of organizational citizenship behavior, the

result demonstrated that more than half of staff nurses had a high level toward the domain of civility dimension. While more than fifth of studied nurses had moderate level to ward altruism dimension.

This result was inconsistent with the result reported by *Elsayed, Badran, Adam, (2019)*. who conduct a study entitled by Psychological Capital and Organizational Citizenship Behavior among Staff Nurses and found that regarding the dimensions of organizational citizenship behavior, the results revealed that the dimension of altruism had the highest means, but civic virtue had the lowest mean.

While the present study pending on disagreement with the result reported by Yu et al., (2021) who examined the Organizational citizenship behavior of men in nursing professions: Career stage perspectives and clarified that organizational citizenship behavior among study subjects was moderate level of OCB in the study setting.

According to the relationship between staff nurses' characteristics and their resilience, the current study result revealed that there was significant statistical relationship between organizational citizenship and age. While, there was highly significant statistical relationship between qualifications, years' experience at current unit, and workplace setting. These results may be attributed to nurses working in critical unit and experienced become more resilient than others due to mastery of their qualities that affect

positively on their performance and organizational outcomes.

In terms of the relation between staff nurses of resilience and total Organizational Citizenship behavior. The result illustrates that there was a highly positive correlation between total of resilience and organization Citizenship behavior among staff nurses. This result might be due to resilient employees perceive their lives as significant to them and consider having a purpose, which gives them a sense of ownership and responsibility in what they do. They feel like citizens of the organization since their trait makes them own their work. Therefore, such employees perceive OCBs as part of their responsibility and not an obligation.

CONCLUSION

In the light of the current study findings, it is concluded that more than three fifths of staff nurses had a high level of resilience. While less than one fifth of them had low level of resilience. more than half of staff nurses had a high level of organizational citizenship behavior. While more than one fifth of them had low level of organizational citizenship behavior. Additionally, there was a highly positive correlation between different dimension of resilience and organizational Citizenship behavior among staff nurses. finally, there was a highly positive correlation between total

resilience and organizational Citizenship behavior among staff nurses. This finding answered the research question which was" What is there a relation between resilience and organizational citizenship behavior among staff nurses?

RECOMMENDATIONS

In the light of the results of this study, the following recommendations are suggested:

- Designing and creating an organizational environment that nurtures resilience could be an effective way of making people resilient and committed.

- Regularly implementing educational programs focusing on improving their work conditions could help them in optimizing their compassion satisfaction as well as decreasing burnout and secondary traumatic stress.

- Offering continuous staff development activities and workshops to enforce resilience and innovation skills in nursing profession to empower nurses and equip them to handle the adverse working conditions.

- Provide opportunity for staff nurses to participate in taking active decisions in the organization.
- Creating a supportive working environment that enhancing nurse's resilience and innovation by enough resource, preparation and time that help in building relationships, training programs, and communicating effectively.
- Enforcing leadership competencies in nursing education to enhance the capacity of nurses to voice their personal and professional rights.
- Ensuring all employee respect the regulations and policies of the hospital
- Encouraged staff nurses to share their experiences, ideas with staff nurses, use a free flow of information, trust, open and two ways communication to overcome the problems that they face at the workplace.

Further researches are suggested as:

a. Organizational Justice and its influence on Organizational Citizenship Behavior among Staff Nurses.

b. Effect of Resilience on Work Engagement under advanced leadership style.

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