

Influence of Internal Working Coalitions on Nurses' Voice Behavior and their Organizational Pride

Heba Dakrory Ali El-Said¹, Faten Ali Ahmed², Ebtsam Ahmed Mohamed Bashandy³

^{1,3}Assistant professor of Nursing Administration, Faculty of Nursing, Minia University, Egypt.

²Lecturer of Nursing Administration, Faculty of Nursing, Minia University, Egypt.

Corresponding author: Faten Ali Ahmed

Email: dr.fatenalisoliman@gmail.com

Abstract

Background: An internal work coalition is advantageous when nurses band together to increase their influence and authority, which has a good impact on their voice behavior as well as organizational pride. **The research aimed** to investigate the influence of internal working coalitions on nurses' voice behavior and their organizational pride. **Research design:** a design was descriptive correlation was used in the actual research. **Setting:** The research was conducted on two medical facilities at Minia city. **Sample:** A convenience sample (no.= 349). **Tools of data collection:** Three tools were used, 1st tool was Internal Working Coalitions, 2nd tool was Nurses' Voice Behavior, and the 3rd tool was Organizational Pride. **Results:** above fifty percent of nurses have a high level of internal working coalitions, and under fifty percent of them have moderate level of internal working coalitions. Also, less than fifty percent of nurses have high level of nurses' voice behavior, then about one third of them have moderate level of nurses' voice behavior. Finally, less than fifty percent of nurses have high and moderate level of organizational pride. **Conclusion:** There was a strongly positive correlation between internal working coalitions and nurses' voice behavior as well as their organizational pride (p value =0.001). **Recommendations:** Conducting educational program about internal work coalitions for nurses to enhance their voice behavior as well as organizational pride.

Keywords: Impact, Internal Working Coalitions, Nurses' Voice Behavior, Organizational Pride

Introduction

An organization can become a dynamic competency of nurses, and effective personnel policies are equally crucial to maintaining nurses' motivation and morale. However, these efforts are insufficient to ensure that the capabilities are continuously developed and sharpened, and that they can only be achieved by enabling activities that only enhance the dynamics of the nurses' organization, which is dependent on the culture of the organization (**Refae, El sayed, Mallohkia & Nomir, 2023**).

So, nurses play a crucial role in the efforts to advance health fairness. Along with collaborating across a variety of practice settings, nurses must also work with interprofessional teams and partners both inside and outside of health care systems, especially community leaders and organizations that are the most knowledgeable about their own community health issues and solutions (**Cooper, 2022**).

A coalition is a group of people who come together to accomplish a common objective. Groups of agents that collaborate to complete their jobs are known as internal work coalitions. They are a transient, goal-oriented team of agents that resolves a particular, predetermined issue (**Irene, 2022**).

Also, through better system outcomes including reduced nurse turnover and increased nurse satisfaction, commitment, and safety, internal work coalitions among nurses are expected to promote hospital profitability. When nurses work in

coalitions with empowering and supportive leadership and organizational structures, as well as pleasant group environments that frequently reflect aspects of cooperation, consensus, and group support, they are more satisfied with their jobs and experience lower turnover (**Martha and Susan, 2022**).

Usually, internal health work coalitions are established around a specific health concern. When one or more community sectors identify a problem, partners band together to find other interested parties to work together or create an across-partner response at the community level. Internal work coalitions are formed for a variety of reasons, but they usually arise in response to funding priorities or local opportunities. These chances have resulted in the development of several community collaborations, nurses' voice and behavior, and organizational pride (**Fortunato, McCrain and Schiff, 2021**).

Therefore, the need of proactive measures for sustained survival as well as effectiveness of the healthcare organization has been cultivated by the flexible, uncertain, and indefinite work circumstance. The voice behavior (VB) of the nurses is one example of such proactive activities (**Atalla, Mostafa & Ali, 2022**).

Voice is characterized as a statement of the challenge with the goal of improving workplace practices. Additionally, voice positively affects an organization's ability to function since it identifies more efficient ways to complete jobs and directs

management's attention toward resolving pressing problems. Even when there is a lot of disagreement among coworkers, the VB is a type of change-oriented communication that aims to enhance and promote changes to the status quo (**Atalla et al., 2022**). The purpose of the VB is to give nurses a voice on workplace-related matters, such as task practices, work processes, and other hospital operations. Nurses can freely share their creative thoughts and helpful proposals for changes to increase hospital efficiency in VB, which can be a promotional "affiliative" environment. When nurses express their worries about hospital issues that jeopardize their status quo, they are being prohibitive VB "protective." (**Obied & ELsaeed, 2023**).

Also, **Yang (2021)** described three different voice kinds; Communicating work-related thoughts and opinions, including a cooperative motive, is known as prosocial speech. When someone uses a defensive voice, they are expressing thoughts and opinions about their job that are driven by fear and self-defense. The acquiescent voice emphasizes the expression of support and agreement while expressing thoughts and opinions about work that are based on feelings of surrender.

Moreover, nurses use VB as a tool to help their hospitals more creative and adjust to the changing environment. The VB is to improve organizational pride and job practices, eliminate workplace issues that could impair organizational effectiveness, and help

take advantage of opportunities (**Madrid, 2020**).

The concept of organizational pride (OP) has drawn the interest of management experts and practitioners since it is a primary discriminator against competition and a motivator for positive work behavior. The OP has gained prominence as a result of increased recognition that it is feasible and essential to organizational success. A supportive, productive workplace that requires strong social recognition within the organization is what OP is referred to as. It includes sentiments of respect, reputation, and value derived from nurses' assessments of their standing (**Mohammad, Abd El Rahman, Ali & Ali, 2022**).

The OP encourages nurses' emotional dedication to the company and pushes them to go beyond the norm by working assiduously, using creativity, and conquering challenges. Attitude pride and emotional pride are the two categories of OP. Emotional pride is defined as a strong yet solitary sense of pride. Likewise classified as a transient mental state. Additionally, attitude OP is powerful and learnable. On the other hand, OP in attitude is collective, resulting from nurses' desire to blend in with the organization (**Abd El Salam, Abo Habieb & El-Wkeel, 2024**).

Significance of the research

An internal work coalition is a group of several interest groups that pool their resources, both human and material, to achieve a certain change that they could not do as separate entities or as independent individuals.

The basic power of nurses can be strengthened by internal work coalitions, which also increase nurses' capacity to garner attention and effect change by offering resources, talents, and abilities that can be pooled to meet hospital objectives. Since the coalition members themselves represent the community, internal work coalitions can help a strategic and coordinated solution to the issue, enable coalition members to own, embrace, and commit to the program goals, and enlist others in their respective organizations to personally commit to them (**Berkowitz& Allen, 2021**).

So, enhancing hospital internal work coalitions is crucial because it is likely to increase hospital profitability through better system outcomes like decreased nurse turnover, improved voice and behavior of nurses, increased organizational pride, and increased nurse commitment, satisfaction, and safety. According to the researchers' observations of the hospital students, nurses in some units do not work in groups, which increases work overload, absenteeism, and messy, disorganized work and they aren't exchange information through coalitions to provide high-quality nursing care. Thus, the researchers present this research, which helps them work efficiently, enjoy what they do.

Aim of the research

The present research was offered to investigate the influence of internal working coalitions on nurses' voice behavior and their organizational pride.

Research questions

1. What are the levels of internal working coalitions among nurses?
2. What are the levels of nurses' voice behavior?
3. What are the levels of organizational pride among nurses?
4. What is the relation between internal working coalitions and nurses' voice behavior as well as organizational pride?

Subjects and Method

Research Design

A descriptive correlation design was used to achieve the objective of actual research.

Research Setting

Bases on the simple random sample of Minia university hospitals, the actual research was performed at two hospitals as (Minia emergency University Hospital as well as Renal and Urology university hospital) Minia city, Egypt.

Sample:

A convenience sample involved nurses working at two selected hospitals through the time of data gathering, with total numbers 349 nurse. The research included all nurses are worked in the two-hospital hat accepted the participation in the research, while excluded the nurses that under one year of experience in the nursing filed.

Tools of data collection

To reached the aim of the actual research, data collected through three tools

Tool I: Internal Working Coalitions: This tool is composed of two parts as:

- First part: Nurses personal data, this part was developed by the researchers to collect data about nurses included; age, gender, marital condition, educational qualifications, residence, hospital name, and years of experience
- **Second part: Internal Working Coalitions:** This tool developed by **Cramer, Lazure, Morris, Valerio, & Morris, (2013)**. It was designed to measure the internal working coalitions among nurses. It is composed of thirty items. The responses were using a three - point Likert scale ranging from always (two), sometimes (one) and never (zero).

Scoring system:

The score of each level was summed and converted into a percentage score. The percent more than 75% was indicated high internal work coalition level, if the score is from 60-75%, this was indicated moderate level and if less than 60 % this was indicated low level (**Abdullah et al., 2024**)

Tool II: Nurses' Voice Behavior Questionnaire, this tool modified by researchers guided by **Liang, Farh & Farh, (2012)**, **Li, Xue, Liang & Yan, (2020)**; **Yang, (2021)** **Obied and ELsaeed, (2023)**. It consisted of ten items to assess nurses' VB. The nurses' responses were using a three points Likert scale varying from two= always, one= sometimes, and zero = never.

Scoring system:

The score of each level was summed and converted into percent score. The levels of nurses' VB represented statistically as $\geq 75\%$ as high; $< 75\%$ -60% as moderate and low voice behavior $< 60\%$ (**Obied and ELsaeed, 2023**).

Tool III: Organizational Pride Questionnaire: This was adopted by **Durrah, Chaudhary & Gharib, (2019)**. It aims to assess organizational pride as perceived by nurses. Includes seven items categorized into two dimensions as emotional pride (four items) and attitudinal pride (three items). Items were measured on three-point Likert scale ranged from (zero) disagree to (two) agree.

Scoring system

The score of each level was summed and converted into percent score. The categories of organizational pride among nurses as, low ($< 50\%$), moderate (50%-75%), and high ($> 75\%$) (**Abd El Salam et al., 2024**).

Tools' Validity

After the instruments I, II, and III were translated into Arabic, a group of five nursing administration specialists evaluated the instruments' face validity and made the required adjustments. Every member of the expert panel was inquired to evaluate the tools' overall appearance, length, format, language, clarity, and covering of the subject matter. After that, any necessary adjustments were done.

Tools' Reliability

The tools' reliability was examined to evaluate their consistency. The Cronbach's alpha test was employed

to assess the degree of correlation among the components of the tool and how effectively they measured the same concept. The results indicated that the measures employed in this study had strong internal reliability, with the following values: internal working coalition's tool was 0.849, Nurses' VB was 0.917, and OP was 0.885.

Pilot Study

Before the data collection from nurses at two hospitals began, pilot research was conducted. The aim of this pilot study was to evaluate the tools' comprehensiveness, clarity, accessibility, and utility, well as the time needed to fill out the tools about 28 minutes. The pilot study included thirty-five nurses, which constitutes ten percent of the overall nurses. The findings of the pilot study were not combined into the final results.

Procedure

- The faculty dean and the Scientific Research Ethics Committee of the Faculty of Nursing, Minia University were asked to approve official letters; these letters contained a brief description of the study's aims.
- Examine of related evidence covering different aspects of the issue was conducted using available journals and books.
- The tool was translated into Arabic. The researchers reviewed and validated by the jury committee composed of five experts in nursing administration to test the tools' validity.
- Before carrying out the pilot study and the actual research, an official

letter was obtained from the director of two hospitals to the nursing directors of the hospitals.

- The researchers were explained the aim, and significance of the study for every nurse to get better cooperation, The time needed for fill the tools was obtained post making the pilot study.
- After explaining the research's nature and purpose, oral agreement was obtained from the nurses. Then after the aim and method of collecting data were explained, all nurses were provided with the tools.
- In the morning shift, the researchers distributed the tools to the nurses and addressed their inquiries. The pilot study measured nurses' response time to the tools as being between 27 and 29 minutes. After completing the filling in of the tools, collected the sheets from the nurses.
- Data collection from nurses was conducted between 15 September 2024 and 14 December 2024.

Ethical considerations

Before the pilot study and the main research were carried out, a formal letter from the Research Ethics Committee of the Minia University Faculty of Nursing was issued to obtain permission and consent from the hospital managers, nursing managers, and head nurses of two previous hospitals. After the participating nurses were informed about the study's nature and objectives, they provided their oral acceptance. The study participant can refuse to take part or exit the study at

any time without needing to give a reason. As data collection occurred, the privacy of research participants was considered. Participants were assured that all their information would remain entirely confidential; each nurse was assigned a number in place of their name, which provided additional protection for anonymity.

Data Analysis

The gathered data was counted, processed, analyzed, and concluded using SPSS version (25). Descriptive statistical tests were used to test the study items. The qualitative data was expressed using percentages and frequencies. The probability (P-value) indicates the level of significance; a value < 0.05 was considered significant, a value < 0.001 was considered very significant (**), and the more significant the result (*), the lower the P-value.

The statistical correlation is utilized to indicate the type and level of link between internal working coalitions and nurses' VB as well as OP. The value of the co-sign efficiency indicates the strength of the link and whether it is positive or negative. A Rho value less than 0.25 indicates a weak correlation, a value between 0.25 and 0.499 indicates a fair link, a value between 0.50 and 0.74 indicates a robust correlation, and a value greater than 0.74 indicates a strong correlation (Akoglu, 2018).

Results

Table (1) reports that 46.7% of nurses are aged below or equal thirty years old with mean 29.8122 ± 2.326 , and 62.2% of them are female, also 63.9% of them are married, 41.0% of them have below or equal ten years of experience with mean 8.4384 ± 2.226 , while 47.3% of them have technical institute of nursing, and 56.2% of them from rural area, finally 58.2% of them are worked in Minia Emergency University Hospital.

Figure (1) reveals that 50.2% of nurse have high level of internal working coalitions, then 42.2% of them have moderate level of internal working coalitions, while 7.4% of them have low level of internal working coalitions. **Figure (2)** reveals that 43.00% of the nurses have high level of nurses' voice behavior, then 33.20% of them have moderate level of nurses' voice behavior, while 23.80% of them have low level of nurses' voice behavior.

Figure (3) justifies that 41.30% of the nurses have high level of organizational pride, then 42.10% of them have moderate level of organizational pride, while 16.60% of them have low level of organizational pride.

Table (2) displays that there is a strongly positive correlation between internal working coalitions and nurses' voice behavior as well as their organizational pride (p value = 0.001).

Table (1): Nurses' personal data (no.=349)

Personal data	Nurses (no.=349)	
	no	%
Age		
≤30	163	46.7
31-40	109	31.2
>40	77	22.1
Mean ± SD	29.8122±2.326	
Gender		
Male	132	37.8
Female	217	62.2
Marital status		
Single	108	30.9
Married	223	63.9
Divorce or widowed	18	5.2
Years of experience		
≤10	143	41.0
11-20	118	33.8
>20	88	25.2
Mean ± SD	8.4384±2.226	
Educational qualifications		
Bachelor of nursing	103	29.5
Technical institute of nursing	165	47.3
Secondary school nursing diploma	81	23.2
Residence		
Urban	153	43.8
Rural	196	56.2
Hospital name		
Minia Emergency University Hospital	203	58.2
Renal and Urology University Hospital	146	41.8

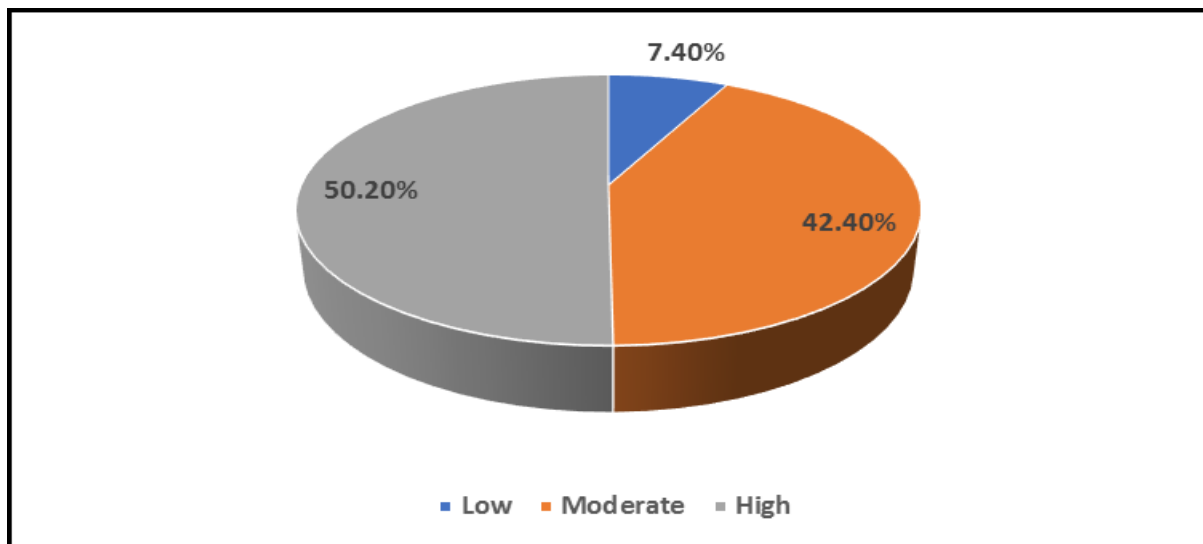


Figure (1): Nurses' levels of total internal working coalitions (no.=349)

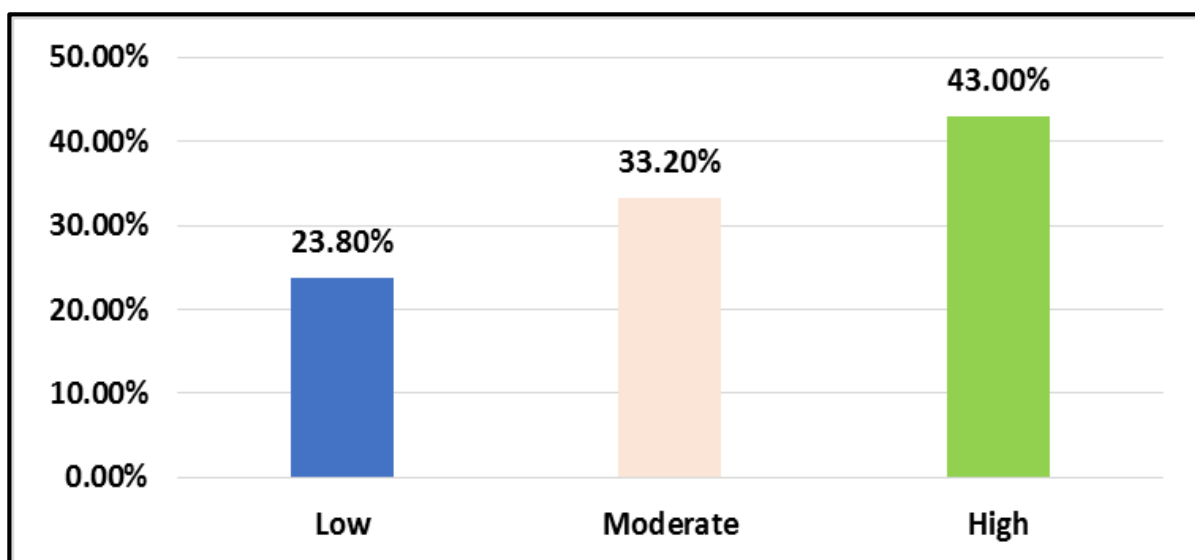


Figure (2): Nurses' levels of total voice behavior (no.=349)

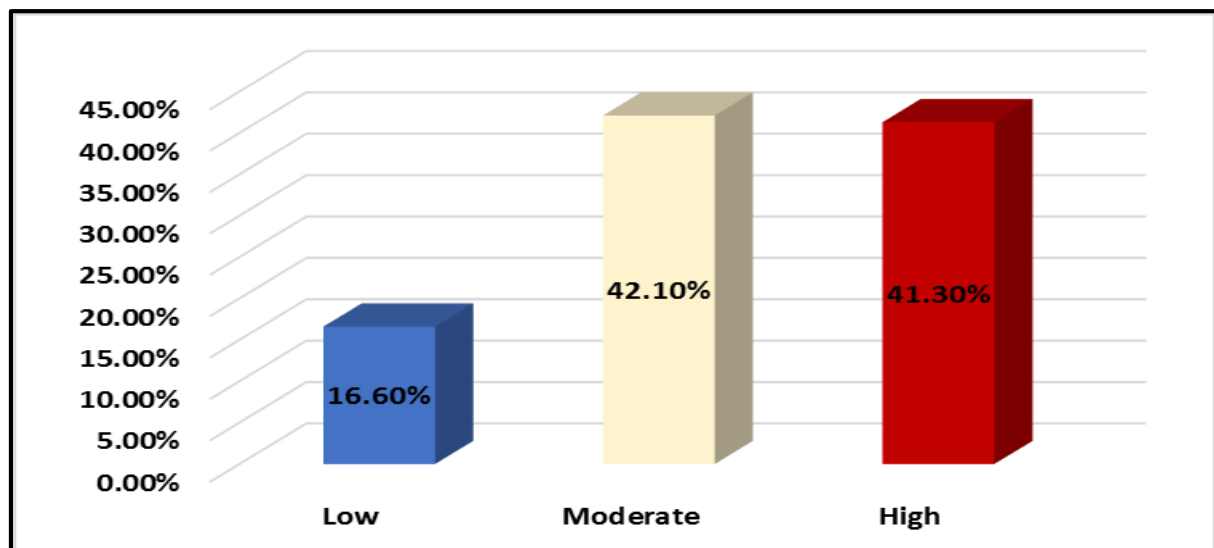


Figure (3): Nurses' levels of total organizational pride (no.=349)

Table (2): Correlation between internal working coalitions and nurses' voice behavior as well as their organizational pride (no.=349)

Variable		Internal working coalitions	Nurses' voice behavior	Organizational pride
		r P- value	r P- value	r P- value
Internal working coalitions	r		0.704**	0.839**
	P- value		0.001	0.001
Nurses' voice behavior	r	0.704****		0.925**
	P- value	0.001		0.001
Organizational pride	r	0.839**	0.925**	
	P- value	0.001	0.001	

**. The significance of correlation at the 0.01 level (2-tailed).

Discussion

Internal working coalitions in healthcare are the formal and informal alliances among nurses and other healthcare professionals that influence communication, teamwork, and

organizational culture. These coalitions play a vital role in shaping nurses' **voice behavior** (the willingness to speak up with suggestions, concerns, or feedback) and **organizational pride** (a strong

emotional connection and commitment to the organization) (Abdullah, Ebrahim & Ghoneimy, 2024).

Concerning nurses' personal data, the actual study revealed that the highest number of nurses' age was (<30yrs). Regarding their gender, the study results noted that more than sixty percent of them were female. Also, more than three-fifths of them were married. Concerning their years of experience in nursing, it was noted that more than two-fifths were <10 years. For their educational qualification, the current study revealed that nearly half of them had a technical institute of nursing. Moreover, exceeded half of them lived in rural areas. Finally, for their hospital name, above half of them worked at Minia Emergency University Hospital.

Nurses' total internal working coalitions, the present study results reported that half of the nurses had a high level of internal working coalitions, while more than forty percent of them had a moderate level. From the perspective of the researchers, this indicates that a significant portion of nurses possess strong interpersonal skills, effective communication, and a collaborative mindset, fostering high levels of internal working coalitions. These nurses likely excel in building trust, resolving conflicts, and maintaining professional relationships within their teams. Meanwhile, over forty percent demonstrating a moderate level may reflect varying levels of experience, organizational support, or personal adaptability, suggesting opportunities

for targeted interventions like team-building exercises, leadership training, or mentorship programs to enhance their coalition-building abilities.

This result is congruent with the study conducted by **Campbell, Harmon, Joyce & Little (2020)** who found that most of the studied subjects reported good levels of work coalitions. Also, this result was in agreement with **Brittin et al. (2020)** who mentioned that a high percentage of the subjects had high awareness related to work coalitions. While the finding is not supported by **Abdullah et al. (2024)** whose study found that more than half of the nurses reported a moderate level of internal work coalitions.

Regarding Nurses' total voice behavior, the actual study revealed that the highest percentage of the nurses had a high level of nurses' VB. This reflects a supportive work environment and strong confidence, enabling them to express concerns, share ideas, and advocate for improvements in patient care and workplace practices. This finding is aligned with **Zhang, Huang, Hu, Chen & Zhao (2024)** who found that more than two-fifths of NICU nurses reported a high level of voice behavior. Conversely, **Atalla et al. (2022)** study results revealed that only thirty percent of the nurses reported a high level of voice behavior, and emphasized the positive correlation between nurses' core competencies and their VB, suggesting that not all nurses exhibit high levels of VB.

Regarding Nurses' total organizational pride, the present study introduced that above forty

percent of the nurses had a high and moderate level of nurses' organizational pride. This could be attributed to a supportive work environment, effective leadership, and recognition of their efforts in delivering quality care. When nurses perceive their organization as successful, ethical, and aligned with their personal and professional goals, it fosters a sense of pride and loyalty. Additionally, opportunities for professional growth, collaboration, and acknowledgment of their contributions are likely to enhance this sentiment, contributing to their overall job satisfaction and commitment.

This is congruent with a study by **Johnson and Lee, (2022)** whose findings showed high levels of OP among staff nurses. Also, **Ahmad, Barattucci, Ramayah, Ramaci, & Khalid (2022)** study found that the highest number of nurses had a high and moderate level of organizational pride. However, the study finding is not attributed to **Badran and Mohamed, (2024)** they revealed that a moderate perceived level of OP was reported by the majority of nurses (greater than seventy-five shows that a sizable percentage of participants had a moderate level of OP, which may point to a subset of workers who have an extraordinarily high level of attachment to the company. Additionally, the results of the current study show that a small fraction of nurses had a high degree of OP, while the majority reported a moderate level. These findings are somewhat different from those of **Brown and White (2021)**.

Concerning the correlation between internal working coalitions and their impact on nurses' voice behavior as well as organizational pride, the current study displayed that there was a strong positive statistical correlation between internal working coalitions and nurses' VB as well as their OP (p value= .001). This suggests that effective teamwork and collaboration enhance nurses' confidence to express their ideas and advocate for change. This, in turn, fosters a sense of pride in their organization, as cohesive teams and open communication contribute to a supportive and empowering work environment.

This finding is attributed to **Kepplinger, Braun, Fringer & Rose, (2024)** reported that a strong positive correlation between team synergy and nurses' VB, as well as their OP. Also, **Abdullah et al. (2024)** found a highly positive correlation between nurses' internal work coalitions and their work outcomes. Additionally, **Zhang et al. (2024)** they demonstrated a significant positive correlation between organizational trust and VB among NICU nurses, indicating that trust within the organization fosters open communication

Conversely, **Yıldırım and Şahin, (2021)** they reported that while OP positively impacts job satisfaction, it does not directly influence VB. These findings highlight the complex interplay between internal coalitions, VB, and OP, emphasizing the need for supportive work environments to enhance these aspects.

Conclusion

This research concluded that, above fifty percent of nurses had high level of internal working coalitions, and low fifty percent of them had moderate level of internal working coalitions. Also, low fifty percent of nurse had high level of nurses' voice behavior, then about one third of them had moderate level of nurses' voice behavior. Finally low fifty percent of nurses had high and moderate level of organizational pride.

Additionally, there was strongly positive correlation between internal working coalitions and nurses' voice behavior as well as their organizational pride (p value =0.001).

Recommendations

Nursing administration

- Conducting educational program about internal work coalitions for nurses to enhance their voice behavior as well as organizational pride.
- Focusing more on the internal coalition's critical function as a useful tactic for enhancing nurses' collaborative skills and enhancing their job results.
- Establishing a transparent and empowering workplace that encourages nurses' voice and behavior.
- Evaluate the voice behaviors of nurses by nursing administrators at regular periods.

Further researches

- Performing research to ascertain how internal health care team work coalitions impact corporate excellence.

- Performing research to create plans for strengthening internal alliances among staff nurses

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