THE MEDIATING ROLE OF THE ANXIETY LEVEL IN THE EFFECT OF TRUSTING CO-WORKERS ON HELPING BEHAVIOURS TO CO-WORKERS DURING COVID-19 PANDEMIC

Covid-19 Pandemisinde İş Arkadaşına Yardım Etme Davranışının İş Arkadaşına Güvene Etkisinde Kaygı Düzeyinin Aracı Rolü

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Abstract: The main purpose of this study is to determine the mediating role of the anxiety level in the effect of trusting co-workers on helping behaviors to co-workers during the COVID-19 pandemic. A hospital-based cross-sectional research design was used in the study. The study population consisted of nurses working in four different public hospitals providing secondary health services in other regions of Istanbul. The convenience sampling method was preferred in the study. The data were collected by the researchers themselves using the online questionnaire technique. The total number of questionnaires evaluated and used to analyze the data is 527. IBM SPSS Statistic Base 23 V and AMOS package programs were used to analyze the data. Descriptive statistics, independent sample t-test, ANOVA test, and structural equation modeling were applied to the data. The findings obtained with the structural equation analysis showed that the model's construct validity was provided. The empirical result of the study revealed that the outbreak of COVID-19 increased nurses' anxiety levels. In addition, it has been determined that the effect of nurses'

trust towards each other on their helping behavior is partially mediated by COVID-19 anxiety. The COVID-19 anxiety levels of the nurses, who acted with a high sense of trust in their colleagues, decreased their helping behavior towards each other.

Keywords: Helping Co-Workers, Trusting Co-Workers, Anxiety Nurse, COVID-19.

Öz: Bu çalışmanın temel amacı, COVID-19 pandemisinde iş arkadaşlarına güvenmenin iş arkadaşlarına yardım etme davranışlarına etkisinde kaygı düzeyinin aracı rolünü belirlemektir. Araştırmada hastane temelli kesitsel araştırma deseni kullanılmıştır. Araştırmanın evrenini İstanbul'un farklı bölgelerinde ikinci basamak sağlık hizmeti veren dört farklı kamu hastanesinde çalışan hemşireler oluşturmuştur. Kolayda örnekleme yöntemi kullanılmıştır. Veriler çevrimiçi anket tekniği kullanılarak araştırmacıların kendileri tarafından toplanmıştır. Değerlendirilen ve verilerin analizinde kullanılan toplam anket sayısı 527'dir. Verilerin analizinde IBM SPSS 23 ve AMOS paket programları kullanılmıştır. Verilere tanımlayıcı istatistikler, bağımsız örneklem t testi, ANOVA testi ile yapısal eşitlik modellemesi uygulanmıştır. Yapısal eşitlik analizi ile elde edilen bulgular, modelin yapı geçerliğinin sağlandığını göstermiştir. Araştırmanın ampirik sonucu, COVID-19 salgınının hemşirelerin kaygı düzeylerini artırdığını ortaya koymuştur. Ayrıca hemşirelerin birbirlerine olan güvenlerinin birbirlerine yardım etme davranışları üzerindeki etkisinin COVID-19 kaygısının kısmen aracılık ettiği belirlenmiştir. Meslektaşlarına karşı yüksek güven duygusu ile hareket eden hemşirelerin COVID-19 kaygı düzeyleri birbirlerine yardım etme davranışlarını azaltmıştır.

Anahtar Kelimeler: İş Arkadaşlarına Yardım Davranışı, İş Arkadaşlarına Güven, Kaygı, Hemşire, COVID-19.

INTRODUCTION

Because the epidemic brings many medical or social behavior changes into question, it has been stated that the obligation to comply with the rules requires a sustainable spiritual adaptation skill. It is observed that difficulty in harmony and uncontrollable levels of anxiety and fear can quickly weaken the immune system (Turkey Psychiatric Association, 2020). Therefore, it has been widely observed that the nature of the COVID-19 pandemic has brought about anxiety and fear in both the community and healthcare workers. In addition, the lack of a vaccine and an effective treatment method for the virus in this process has further increased the levels of these feelings and caused uncertainty about where the process will go (Ahorsu et al., 2020).

The most important reasons why the COVID-19 pandemic causes widespread anxiety or fear on both the society and healthcare workers are as follows: It has been stated that the infection is contagious, poses an imminent threat, is invisible, and widens its sphere of influence gradually (Pappas et al., 2009). It is because pandemics such as the COVID-19 outbreak are seen as matters of concern. Even though the impact of this epidemic on global mental health has not been recorded and measured, it has been observed that the anxiety and fear levels of the societies and especially the healthcare workers increase due to the face-to-face contact with the patients, especially during the periods when the epidemic first emerges and the number of cases increase (Rajkumar, 2020; Cagatay vd., 2021). In this context, it is also essential to examine the effects of the COVID-19 anxiety level on the behavior of nurses, whose risk of being infected with the New Coronavirus is much higher than other segments of the society since the beginning of the epidemic.

On the other hand, it is known that one of the critical factors in the success of an organization is helping the colleagues with whom employees work (Ehrhart, Bliese, and Thomas, 2006). Therefore, it is emphasized that helping behavior is more vital in cases where all activities in organizations significantly affect the organizational mission (Dyne and LePine, 1998). As this behavior develops among employees, positive results based on synergy in activities will be high (Rotemberg, 1994).

Therefore, many organizations use internal control mechanisms and avoid self-serving behaviors. Consequently, they change their reward systems, internal processes, decision-making processes, and structures in this direction (Meyer, 1983; Sitkin & Bies, 1994). In cases where self-managing teams emerge in organizations and trust in authorized employees, internal control mechanisms are reduced or abolished, and interaction is increased; ıt has also been observed that the concepts

of organizational trust, trusting co-workers, and helping co-workers have increased significantly (Golembiewski & McConkie, 1975; Larson & LaFasto, 1989). At the same time, it has been stated that in organizations where self-managing teams are employed, "trust" should replace "control" for direct observation of employees to be more practical.

Literature

Trusting Co-Workers

Trusting co-workers is defined as a person's general belief and trust in the qualifications and abilities of their colleagues within an organization and the desire to be dependent on them and be prone to them. It is an essential element in building a successful organization (Tanner, 2007). It has been stated that this situation means general guidance and awareness regarding the organization's reliability (Li et al., 2012).

At the same time, it has been stated that trusting co-workers is one of the essential components of organizational success, and organizations have a significant advantage thanks to administrative support (Vakola et al., 2011). It has been observed that trusting co-workers in the workplace environment is associated with higher organizational performance and competitive power (Vineburgh, 2010). In addition, it has been observed that personnel who experience a high level of organizational trust exhibit behaviors for an accountable and more productive organization (Chen et al., 2015). However, it was emphasized that trusting co-workers increase employees' job satisfaction, encourages cooperation, organizational commitment, and productivity, centralizes problems, effective communication, and information sharing, and compensates for the limited abilities of employees (Elewa & Aly El Banan, 2019).

Helping Co-Workers

Helping other group members, also considered sharing resources or supporting those who lagged in their work, is optional with many potential benefits for the organization and the entire working group (Anderson and Williams, 1996; Organ, 1988). It has been observed that the behavior of helping colleagues mainly develops without expecting a response and does not come out in a planned way; on the contrary, it occurs spontaneously as a result of the person's willingness and that the person's optimistic state leads to this behavior (Omoto and Snyder, 1995).

In the research, helping co-workers has been stated as a behavioral style that positively affects job performance (Ehrhart et al., 2006). However, it was emphasized that this behavior pattern is more vital, especially in cases where all activities in the organization are essential, and all of these activities affect the primary purpose significantly (Dyne & LePine, 1998). As this attitude increases among the employees in the organization, the synergy-based benefit in the activities will also be high (Rotemberg, 1994). It has also been reported that support for colleagues has a vital role in the workplace, especially in employees' coping with stress and tension (Gillen et al., 2002).

COVID-19 Anxiety Level

As the epidemic brings many additional medical or social behavior changes into question, it has been emphasized that the obligation to comply with the rules requires a sustainable spiritual adaptation skill because it is stated that the difficulty in alignment, the uncontrollable levels of anxiety and fear can weaken the immune system soon (WHO, 2020, Turkey Psychiatric Association, 2020).

Today, the concepts of anxiety and fear are accepted as general emotional problems (Akpınar, 2013; İlhan et al., 2014), and it has been stated that many reasons in life can create feelings of anxiety and fear. Therefore, what is seen as a source of fear and anxiety and the level of anxiety is experienced depend on the personality and the person's perspective on events (Kapcı, 2004).

Therefore, it has been observed that the COVID-19 epidemic and pandemic also cause society's fear and anxiety (Ahorsu et al., 2020).

At the same time, pandemics such as the COVID-19 outbreak are seen as matters of concern. It has been observed that individuals' levels of fear and anxiety also increase, especially when the epidemic first emerges and the number of cases increases (Rajkumar et al., 2020). In a study of about 9000 people on social media, it was found that 67.3 percent of the participants were very or highly concerned about COVID-19, while 48.8 percent, most of the time, self-quarantined to avoid COVID-19 (Nelson et al., 2020).

This research explored the levels of trusting co-workers, helping co-workers, and COVID-19 anxiety level of nurses by examining the mediation role of the anxiety level in the effect of trusting co-workers on assisting co-workers amid a severe crisis, specifically COVID-19. The mediation effect of COVID-19 anxiety level was tested. It is of great value for healthcare organizations to foster employee psychological recovery and provide them organizational support and organizational trust during a crisis such as COVID-19. Although there are various studies on the relationship between trusting co-workers and helping co-workers in the past literature, no study deals with these concepts as in this study. Moreover, studies examining how COVID-19 anxiety levels direct the behaviors of nurses, who are qualified as health professionals, are minimal. In addition, with this research, the mediation role of the anxiety level in trusting co-workers on helping co-workers during the COVID-19 pandemic was examined for the first time on nurses. Therefore this study has added diversity to the field of practice.

Material and Methods

Participants
Data collection was carried out by a hospital-based survey at the four public hospitals providing secondary care in four different regions in Istanbul. The population consisted of 4.500 nurses from these public hospitals. Five hundred twenty-seven nurses, who gave their consent, were informed about the objective, procedures, and confidentiality. The convenience sampling technique, one of the non-random sampling methods, was used to select the participants. The sample size was distributed proportionally to each public hospital. Approximately 132 nurses were reached from each hospital.

Research design
The hospital-based cross-sectional study design was used at governmental public hospitals in Istanbul. The study was conducted in four secondary public hospitals in Istanbul. The names of the hospitals are kept confidential. The study was designed and executed by researchers. The study period was from December 25, 2020, to February 25, 2021.

Measurements of variables
We applied the Turkish version of Nyhan and Marlowe's (1997) organizational trust scale to measure trusting co-workers, which features a Likert-type scale made up of four items. The organizational trust scale has two sub-dimensions: trust in supervisor and trust in an organization, consisting of 12 items. The sub-dimension of trust in an organization comprises four items and covers items 9-12. Therefore trusting co-workers was measured by four things. The instrument presented high reliability for the study sample (α=0.840). And then, We applied the Turkish version of the "helping co-workers scale" (Foulk et al., 2020) to measure helping co-workers, which features a Likert-type scale made up of three items. The instrument presented high reliability for the study sample (α=0.893). After that, We applied the Turkish version of the anxiety scale (Lee, 2020) to measure COVID-19 anxiety level, which features a Likert-type scale made up of five items. The instrument presented high reliability for the study sample (α=0.883).

In the first stage, permission was requested from the researchers who developed the original scales for the adaptation process, and their approval was obtained. The scales were translated into Turkish separately by three experts who know both the language of the original scale and Turkish very well. In the second stage, the translations made by the authors and the translation group consisting of experts were compared. While making the comparison, each item was examined to determine whether the translations were appropriate for the intended meaning. The third stage is the provision of the previous step. At this stage, the scales translated into Turkish were given to a group of 3-5 people who are experts in the language of the original scale and independent from the experts in the second stage, and these experts were asked to translate the scales from Turkish back to the original language. Later, the authentic expression of each item was compared one-to-one with the expression resulting from this translation. With the translation in the third stage, it was seen that the original scale was appropriate.

The concept of language equivalence is also named language validity in the literature. For this purpose, the original scale and the draft scale were applied to a group of at least 30 people who know the languages of both scales well. The application process first used the original scale and then the Turkish scale at two-week intervals. After the application, the total scores of each individual in the study group obtained from both the original scale and the Turkish scale were calculated. It was observed that the Pearson correlation coefficient of the relationship between the two applications was significant ($p<0.01$), and the degree of the coefficient was 0.82, which shows a very high degree of harmony.

Ethics approval
Before conducting the study, we obtained informed consent from the participants. This research was carried out upon the ethics committee's approval Duzce University Scientific Research and Publication Ethics Committee (Date: 24.12.2020, Decision Number: 2020/269).

Data analysis
The quantitative research methodology was used to suit the purpose and the research's central problem. The data set analysis was performed using IBM SPSS Statistic Base 23 V and AMOS statistical analysis programs. First, the reliability analysis was performed on the data. Then, the main variables of the research (trusting co-workers, helping co-workers, and COVID-19 anxiety level) were examined in terms of means, standard deviations, reliability coefficients, frequency distribution, and variance values. Second, confirmatory factor analyses, using structural equation modeling in AMOS, were performed to assess different latent structure models of the relationship between trusting co-workers, helping co-workers, and COVID-19 anxiety level. Third, a path analysis technique was performed to test the mediating effect of COVID-19 anxiety level. Models examined were based on the results from previous research about factor structures of the relationship between trusting co-workers, helping co-workers, and COVID-19 anxiety levels among nurses. Criteria for determining confirmatory factor analysis model fit and measurement invariance were based on conventional standards (Munro, 2005).

Results

Demographic findings
Table 1 shows 55% male employees, of which a large part comprises male participants. A maximum number of nurses lie between 18 and 35 years (76%). There were a statistically significant difference in trusting co-workers score according to marital status (t-test = -3.670; P < .05), in COVID-19 anxiety level score according to age categories (ANOVA test = 4.104; P < .05) and in helping co-workers score according to age categories (ANOVA test = 2.501; P < .05). However, there was no significant relationship with trusting co-workers among the sex of the participants and the age categories of the participants. Therefore there was no significant relationship with COVID-19 anxiety level among the sex of the participants and the marital status

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90

of the participants. Furthermore, there was no significant relationship with helping co-workers among the sex of the participants and the marital status of the participants (Table 1).

Table 1. The mean scores according to some coronavirus related factors, sociodemographic characteristics of nurses and t-test and ANOVA test regarding Trusting Co-Workers, Helping Co-Workers, COVID-19 Anxiety Level

Variables	Frequency (n)	Percentage (%)	Trusting Co-Workers (TCW)		COVID-19 Anxiety Level (CAL)		Helping Co-Workers (HCW)	
			t-Test/ ANOVA (t/F)	p-value (2tailed)	t-Test/ ANOVA (t/F)	p-value (2tailed)	t-Test/ ANOVA (t/F)	p-value (2tailed)
Sex			-.956[a]	.340	-1.835[a]	.067	-1.615[a]	.107
Male	292	55.4						
Female	235	44.6						
Age categories			2.026[b]	.090	4.104[b]	**.003**	2.501[b]	**.042**
18–25 years	178	33.8						
26-35 years	220	41.7						
36-45 years	96	18.2						
46-55 years	25	4.7						
56-65 years	8	1.5						
Marital Status			-3.670[a]	**.000**	1.675[a]	.094	.412[a]	.680
Married	254	48.2						
Unmarried	273	51.8						

a Independent sample t-test

b ANOVA test

Descriptive findings related to factors
Descriptive statistics, averages, standard deviations, reliability coefficients, number of participants, and variance values are given in Table 2. Accordingly, while the trusting co-workers are medium-level, helping co-workers raises COVID-19 anxiety.

Table 2. Descriptive statistics related to factors

Factors	N	Mean	Standard Deviation	Variance	Cronbach's alpha
Trusting co-workers	527	2.7989	.94117	.886	0.840
Helping co-workers	527	4.2770	.77345	.598	0.893
COVID-19 anxiety level	527	4.0239	.96578	.933	0.883

The model fit measures
Table 3 shows as a result of the confirmatory factor analysis (CFA), the overall reliability coefficient was Alpha= 0.830. Because $0.80 \leq \alpha < 1.00$, the scale is highly reliable. Ensuring validity and reliability shows the existence of a structural relationship between trusting co-workers, helping co-workers, and COVID-19 anxiety levels of the nurses.

Table 3. Model fit measures

Measure	Estimate	Threshold	Interpretation
CMIN/DF	3.985	Between 1 and 5	Acceptable range
CFI	0.962	≥ 0.90	Within range
GFI	0.943	≥ 0.85	Within range
SRMR	0.070	≤ 0.08	Within range
RMSEA	0.075	≤ 0.10	Within range
NFI	0.951	≥ 0.90	Within range
RFI	0.932	≥ 0.90	Within range
TLI	0.948	≥ 0.90	Within range

RMSEA: root mean square error of approximation; SRMR: standardized root mean residual; CMIN: chi-square value; DF: degrees of freedom; CFI: comparative fit index; RFI: relative fit index; GFI: goodness of fit index; NFI: normed fit index; TLI: tucker lewis index.

The results of the measurement model

It was assumed that the reasoning between the variables in the research model could be explained. CFA was performed to test the validity of the scales used, and the structure of all scales was verified. Figure 1 shows the CFA results and model fit for the variables of trusting co-workers, helping co-workers, and COVID-19 anxiety level.
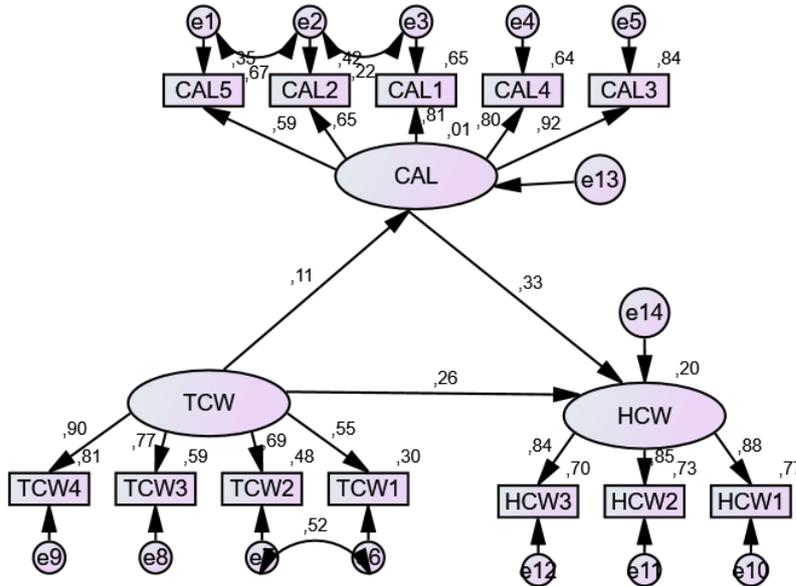

Figure 1. The results of the entire model

Source: Output from IBM AMOS

Table 4 provides various measures of the measurement model. The estimates or standard loading of each item ranges from 0.51 to 0.91.

Table 4. The items' estimate and the constructs' Cronbach's α, AVEs, and CRs.

Constructs	Items	Estimate	Cronbach's α	Average Variance Extracted (AVE)	Construct Reliability (CR)
Trusting Co-Workers (TCW)	TCW1	0.551	.840	0.54	0.77
	TCW2	0.690			
	TCW3	0.767			
	TCW4	0.898			
COVID-19 Anxiety Level (CAL)	CAL1	0.809	.883	0.58	0.84
	CAL2	0.651			
	CAL3	0.917			
	CAL4	0.799			
	CAL5	0.589			
Helping Co-Workers (HCW)	HCW1	0.879	.893	0.73	0.91
	HCW2	0.854			
	HCW3	0.839			

Since the calculated AVE values are more significant than 0.5, the factors have fit validity. Also, the elements have high construct reliability since the CR values are more important than 0.7. The fit values were examined to show that the data fit the model well (Table 5).

Table 5. The result of the structural model

Hypothesis	Paths	Estimate	S.E.	C.R.	P	Result
Effect of Trusting Co-Workers on Helping Co-Workers (Before Mediation)						
H₁	HCW <---- TCW	,327	,058	5,629	***	H₁ supported
Effect of Trusting Co-Workers on Helping Co-Workers (After Mediation)						
H₂	CAL <--- TCW	,101	,046	2,202	,028	H₂ supported
	HCW <--- CAL	,406	,061	6,683	***	with a partial
	HCW <--- TCW	,288	,055	5,210	***	mediation

When the mediator variable (COVID 19 Anxiety Level) is included in the model with the independent variable (Trusting Co-Workers) are included in the model, the direct effect of the independent variable (Trusting Co-Workers) on the dependent variable (Helping Co-Workers) is reduced. The standardized regression value between the independent (Trusting Co-Workers) and the dependent (Helping Co-Workers) decreased from 0.258 to 0.037 (Table 6).

Table 6. The indirect effect of the model

Indirect Path	Unstandardized Estimate	Standardized Estimate	p-value
TCW --> CAL --> HCW	0,041	0,037	***

Discussion

The result reveals that, without COVID-19 anxiety level, there is a significant relationship between 'trusting co-workers' and 'helping co-workers,' meaning due to the outbreak of COVID-19, the nurses are getting in anxious feelings. On the other hand, with the appearance of anxiety from COVID-19, as a mediator, the indirect relationship between 'trusting co-workers' and 'helping co-workers' becomes less significant, resulting in a partial mediation. As the spread of COVID-19 continues, anxiety from COVID-19 affects people's mindset, making them feel anxious. At the same time, it has been reported that confronting uncertain situations, especially when there is a potential risk of death, can increase people's concern and anxiety levels, leading both healthy and vulnerable individuals to engage in protective behavior (Shigemura et al., 2020). Therefore, it has been observed that the COVID-19 pandemic and pandemic nature also cause normal anxiety states (Ahorsu et al., 2020). A study conducted on university students reported that about a quarter of university students showed at least a mild level of anxiety due to the COVID-19 outbreak (Cao et al., 2020). Another study emphasized that concern for COVID-19 dramatically impacted people's mental health (Torales et al., 2020). In addition, it has been observed that due to direct contact with COVID-19 patients, healthcare professionals follow the patients' suffering and death, which further increases their fear and anxiety levels (Pappa et al., 2020; Chen et al., 2020). With the emergence of the Covid-19 pandemic, extraordinary working conditions have become necessary for all healthcare professionals, and healthcare professionals have been subjected to severe physical and mental pressure in this process. In previous pandemic periods and the Covid-19 pandemic in some studies conducted during the pandemic period, it has been reported that individuals show many stress and anxiety-related reactions during the pandemic, and these reactions are more common in healthcare workers (Matsuishi et al., 2012 ; Huang et al., 2020; Consolo et al., 2020; Ekinci and Ekinci, 2021). These studies show that the mental health of healthcare professionals is adversely affected by reasons such as longer working hours, the risk of disease transmission and transmission to the immediate environment,

uncertainties regarding the pandemic, and duties carried out with additional personal protective equipment. One of the reasons why healthcare workers experience stress and anxiety is the fear of infecting their families and relatives with the Covid-19 virus (Tengilimoğlu et al., 2021).

As a finding of the study, it can be said that the trust of the nurses in their colleagues is at an average level. Beal et al. (2020) state that during the COVID-19 pandemic, healthcare team members had to rely on each other to make the right decisions quickly to save many lives under harsh working conditions. Romeu Labayen et al. (2021) found in their study that nurses felt a lack of trust in management when they saw that management was more concerned with allocating equipment rather than their safety.

Trust in their colleagues and managers is of great importance in the psychological resilience of healthcare workers working under severe conditions during the Covid-19 pandemic. When employees trust that their organization puts their well-being first, they feel psychologically safe and empowered to raise safety concerns, which improves patient safety in day-to-day clinical practice (Sujan et al., 2019). It is a crucial strategy for building trust during the pandemic. Leaders need to listen to the specific concerns of healthcare professionals, understand the sources of emotional distress, reassure healthcare professionals that their concerns are heard, and provide targeted support to reduce regards to the greatest extent possible (Rangachari and Woods, 2020).

Another finding in our study is that nurses' level of helping their colleagues is high. Sharif Nia et al., 2020 states that nurses show more "helpful behavior" to other nursing colleagues than other healthcare providers. Also, some nurses are willing to volunteer and use their rest hours or holidays to care for COVID-19 patients. Contrary to this finding, it can be thought that employees who have a high fear of COVID-19 will have less contact with their co-workers and therefore will help them less (Yasar et al., 2021). In the study conducted by Yasar et al.(2021), it was seen that the fear of COVID-19 reduces the effect of trust in colleagues on helping co-workers. In other words, it has been determined that due to the COVID-19 epidemic, nurses have a high level of fear and avoid helping their co-workers.

CONCLUSION

The main goal of this paper is to analyze the levels of trusting co-workers, helping co-workers and COVID-19 anxiety level of nurses during the COVID-19 outbreak in Turkey, to determine the structural relationship between trusting co-workers, helping co-workers and COVID-19 anxiety level with structural equation modeling and to test the mediating effect of COVID-19 anxiety level with path analysis. This COVID-19 anxiety level creates a significant threat to the nurses exposed to COVID-19 patients as part of their role. For this, the study hypothesized 'trusting co-workers' directly impacts helping co-workers. Furthermore, COVID-19 anxiety level mediates the direct relationship between 'trusting co-workers' and 'helping co-workers.' And also, by conducting confirmatory factor analysis, it was observed that the relationships between trusting co-workers, COVID-19 anxiety level, and helping co-workers had an acceptable index of fit. The overall reliability coefficient was found to be Alpha= 0.830. Because $0.80 \leq \alpha < 1.00$, the scale is highly reliable. Ensuring validity and reliability shows a structural relationship between trusting co-workers, COVID-19 anxiety level, and helping co-workers. The result found that with a direct effect of 'trusting co-workers,' there is a significant impact on helping co-workers. Thus, H1 is statistically supported. On the other hand, with the presence of a mediator, COVID 19 anxiety level, it can be seen that the relationship between 'trusting co-workers' and 'helping co-workers' becomes less significant and creates a partial mediation effect into the relationship.

Mental health problems and working environments of health workers should be given importance in order to maintain well-being and to provide adequate human resources in the conduct of health services. For nurses working in hospitals under severe working conditions during the Covid-19

pandemic to be psychologically stronger and more resilient, it is recommended that the institution's managers take activities to improve the perception of trust of the employees. To effectively coping the COVID-19 pandemic and such epidemics that may occur in the future and ensure the continuity of health services, it is recommended that the authorities implement practices that will improve the mental state of health personnel and increase their social support. It will be possible to provide longer-term and higher quality health care services by protecting healthcare professionals' general health and mental health and creating working environments that provide an environment of trust and support each other's sense of helping each other. Lack of trust in management and co-workers can increase nurses' perception of risk. Understanding the factors involved in risk perception can assist decision-makers who help protect nurses in clinical practice. In addition, the results from this study can help managers and policymakers.

There are some limitations of the study. The fact that the study was conducted in a single province and the sample size is limited makes it difficult to generalize the findings and comments. In this cross-sectional study, a momentary situation during the pandemic period was examined. It is recommended to examine the study with other health professionals and different variables.

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