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# Report Information from ProQuest

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## TABLE OF CONTENTS

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Search Strategy.....	v
1. Exploring the nurse navigator role: A thematic analysis.....	1
2. Advanced practice registered nurses' work environment perceptions in hospitals: A cross-sectional survey.....	3
3. Design and evaluation of the bed-cleaning mobile application.....	5
4. Advanced practice nurses' experiences and well-being: Baseline demographics from a cohort study.....	7
5. Application of inter-professional care model in patients with aneurysmal subarachnoid haemorrhage.....	9
6. A hermeneutic–phenomenological study of paediatric intensive care unit nurses' professional identity following hospital redesign: Lessons learned for managers.....	11
7. General phenomenon and communication experience of physician and nurse in night shift communication: A qualitative study.....	13
8. Translation and psychometric validation of the Chinese version of the Emotional Labour Scale for nurses	16
9. Nurses' perceptions of systems thinking and safe nursing care: A cross-sectional study.....	18
10. Nurses' views on workload, care rationing and work environments.....	20
11. A case-crossover study of age group differences in objective working-hour characteristics and short sickness absence.....	22
12. Nurses' work characteristics and self-assessment of the work environment—Explorative cross-sectional study.....	24
13. British South Asian male nurses' views on the barriers and enablers to entering and progressing in nursing careers.....	26
14. Strategies for controlling violence against health care workers: Application of fuzzy analytical hierarchy process and fuzzy additive ratio assessment.....	28
15. The methodology for developing nursing clinical practice guidelines over recent decades in China: A critical appraisal using AGREE II.....	30
16. Generational preferences in the nursing work environment: A dimensional concept analysis.....	33
17. Development and psychometric testing of the toxic leadership behaviors of nurse managers (ToxBH-NM) scale.....	35
18. A study on the relationship between nurses' compulsory citizenship behaviours and job stress.....	37
19. Can brand theory help re-position the brand image of nursing?.....	39
20. Effects of social undermining in families on deviant workplace behaviours in Pakistani nurses.....	41
21. New graduate registered nurses' experiences with psychological safety.....	43
22. Factors associated with workplace fatigue among midwives in southern China: A multi-centre cross-sectional study.....	45
23. Positive spiritual climate supports transformational leadership as means to reduce nursing burnout and intent to leave.....	48
24. Leading nursing beyond 2020 – the challenge and the opportunity.....	50
25. Fatigue in new registered nurses: A 12-month cross-lagged analysis of its association with work motivation, engagement, sickness absence and turnover intention.....	51

## TABLE OF CONTENTS

---

26. The relationship between psychological capital and innovation behaviour in Chinese nurses.....	53
27. Impact of workplace incivility on compassion competence of Korean nurses: Moderating effect of psychological capital.....	55
28. The effects of job characteristics, organizational justice and work engagement on nursing care quality in China: A mediated effects analysis.....	57
29. From envy to social anxiety and rumination: How social media site addiction triggers task distraction amongst nurses.....	59
30. Developing, validating and testing a ward environment assessment tool.....	61
31. The impact of work environment on workplace violence, burnout and work attitudes for hospital nurses: A structural equation modelling analysis.....	63
32. Learning to lead: A scoping review of undergraduate nurse education.....	65
33. A systematic review on the structured handover interventions between nurses in improving patient safety outcomes.....	68
34. An overview of 5-year patterns and trends in the Journal of Nursing Management.....	69
35. Improving nurses' organizational commitment by participating in their performance appraisal process....	71
36. Relationship among upgrades in academic qualifications, practice accreditations, self-efficacy, outcome expectations and nurses' career interest.....	73
37. Occupational strain and job satisfaction: The job demand–resource moderation–mediation model in haemodialysis units.....	75
38. Nurse managers' perceptions of nurse staffing and nursing care quality: A cross-sectional study.....	77
39. Development and initial validation of a theory of planned behaviour questionnaire to assess the nursing students' Intention to be self-employed.....	79
40. A university/healthcare institution mentorship programme: Improving transition to practice for students..	81
41. Factors associated with the general well-being of nurses in a tertiary Chinese hospital: A cross-sectional study.....	83
42. Exploring job satisfaction and workplace engagement in millennial nurses.....	85
43. Exploration of the relationship between stigma and burnout among Greek nurses in dementia care.....	87
44. Supporting staff as change leaders in consumer engagement in aged care: Learnings from action research.....	90
45. Predicting workplace loneliness in the nursing profession.....	92
46. A WeChat-based “Three Good Things” positive psychotherapy for the improvement of job performance and self-efficacy in nurses with burnout symptoms: A randomized controlled trial.....	94
47. Differences in determinants of intention to stay and retention between younger and older nursing assistants in long-term care facilities: A longitudinal perspective.....	96
48. The relationship between nurses' work-related variables, colleague solidarity and job motivation.....	98
49. Child and family health nursing: A workforce profile.....	100
50. The indicators of human capital for hospital-based nursing workforce in Taiwan.....	102

## TABLE OF CONTENTS

---

51. Can social support enhance sense of coherence and perceived professional benefits among Chinese registered nurses? A mediation model.....	104
52. Psychiatric nursing managers' attitudes towards containment methods in psychiatric inpatient care.....	106
53. Exploring nurses' perceptions of nurse managers' communicative relationships that encourage nurses' decisions to buy-in to initiatives that enhance patients' experiences with care.....	108
54. Recommendations to prevent nursing errors: Content analysis of semi-structured interviews with intensive care unit nurses in a developing country.....	110
55. Exploring the influence of workplace violence and bystander behaviour on patient safety in Korea: A pilot study.....	112
56. Moving from practice to praxis: A qualitative descriptive study revealing the value of Project7 Mindfulness Pledge ©.....	114
57. The Ethical Leadership Scale (ELS): Italian adaptation and exploration of the nomological network in a health care setting.....	116
58. Nurses' mental health and patient safety: An extension of the Job Demands–Resources model.....	118
Bibliography.....	121

## SEARCH STRATEGY

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S1	journal of nursing management	Ebook Central, Public Health Database, Publicly Available Content Database	182016*

\* Duplicates are removed from your search, but included in your result count.

# Exploring the nurse navigator role: A thematic analysis

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Background

Patients with complex chronic conditions experience fragmentation of care, unnecessary hospitalization and reduced quality of life, with an increased incidence of poor health outcomes.

### Aim(s)

The aim of this paper was to explore how nurse navigators manage client care. This was achieved through an examination of narratives provided by the nurse navigator that evaluated their scope of practice.

### Method(s)

All nurse navigators employed by Queensland Health were invited to participate in a study evaluating the effectiveness of the service. Eighty-four self-reported vignettes were thematically analysed to understand the work from the nurses' perspectives.

### Results

Two themes emerged from the vignettes. Theme 1, the layers of complexity, is comprised of three sub-themes: the complex patient, the complex system and patient outcomes. Theme 2, professional attributes, has two sub-themes: person-centred care and clinical excellence.

### Conclusion

Navigators innovatively integrate services and address the fragmented nature of the health system. They apply expert clinical and social skills, through consistent and robust communication, to meet the needs of those with multiple chronic conditions.

### Implications for nursing management

Results provide insight into the new role, illuminating the work they achieve, despite system complexities.

## DETAILS

<b>Subject:</b>	Clinical outcomes; Chronic illnesses; Quality of life; Social skills; Continuity of care; Clinical skills; Health status; Patient care planning; Health professional-Patient communication; Nurses; Hospitalization; Qualitative research; Nursing administration; Patient-centered care
<b>Identifier / keyword:</b>	integrated health care systems care; multiple chronic conditions; nurse navigator; nurses' role; patient navigation; quality of life
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Document 2 of 58

# Advanced practice registered nurses' work environment perceptions in hospitals: A cross-sectional survey

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To examine work environment differences between hospital certified nurse practitioners (CNPs) and certified registered nurse anaesthetists (CRNAs).

### Background

Nurse work environments impact patient and nurse outcomes. How differing advanced practice nurse (APRN) roles influence work environments is unknown.

### Methods

Multi-level cross-sectional survey design. APRNs ( $n = 490$ ) completed the APRN Organizational Climate Questionnaire and Psychological Ownership Questionnaire. Nurse executives ( $N = 24$ ) reported on Scope of Practice and Institutional Voice. Descriptive,  $t$  test, chi-square and linear and mixed-effects regression statistical analyses were employed.

### Results

CNPs reported better organisational climate and job ownership than CRNAs. The largest effects involved relationships with physicians, control over practice and independent practice. Among CNPs, a significant positive relationship was observed between relations with physicians and work engagement. In CRNAs, a similar positive relationship between physician relations and work engagement was only observed for those working in higher scope of practice settings, not for those working in more restrictive settings.

### Conclusions

Significant differences exist in the perceived work environments between CNPs and CRNAs that may be related to differences in job design and historical relations with physician colleagues.

### Implications for Nursing Management

Efforts to improve APRN work environments in hospital settings should consider differing CRNA and CNP



perspectives.

## DETAILS

<b>Subject:</b>	Hospitals; Organizational climate; Scope of practice; Work environment; Advanced practice nurses; Nurse practitioners; Anaesthetists; Job design; Questionnaires; Nurse anaesthetists; Nursing administration
<b>Business indexing term:</b>	Subject: Work environment
<b>Identifier / keyword:</b>	advanced practice nurse; APRN scope of practice; nurse anaesthetist; nurse practitioner; nurse-physician relations; work environment
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Document 3 of 58

# Design and evaluation of the bed-cleaning mobile application

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To develop a mobile application (App) that enhances bed-cleaning management.

### Background

Bed cleaning affects clinical work in hospitals. The nursing department needed an App to enhance bed-cleaning management, especially one on the status of all beds to be cleaned.

### Methods

Bed-Cleaning App (BedCApp) was developed. Then, a survey was administered to 50 BedCApp users.

### Results

BedCApp helped the administrative staff and nurse managers in adjusting their workload effectively. A complete presentation of beds to be cleaned and reminders were found to be the most satisfactory features. The average time from receiving the notice to completing bed cleaning was shortened by 25.5 min. The user satisfaction survey comprised 50 valid questionnaires, with a satisfaction rate of 3.6/5.

### Conclusion

BedCApp provides the actual workload status; therefore, the administrative staff and nurse managers can optimize the workload during rush hours. The software is user-oriented, with good user acceptance.

### Implications for Nursing Management

Proactive workload management would improve outcomes during rush hours and avoid interference in clinical care. The user interfaces for the elderly staff has special design—simple to use, larger font size than that in the interface for non-elderly staff and workflow reminders.

## DETAILS

<b>Subject:</b>	Nursing administration; Older people; Software; Reminders; Hospitals; Interfaces; Cleaning; Nurse managers; Workloads; Clinical nursing; Supervisor-Subordinate interactions
<b>Business indexing term:</b>	Subject: Workloads
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Document 4 of 58

# Advanced practice nurses' experiences and well-being: Baseline demographics from a cohort study

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Aims

To create a cohort of advanced practice nurses from across the UK and to report the initial questionnaire including demographics, work experiences and well-being.

### Background

In the UK, advanced nursing practice is not regulated. This has led to the concern that advanced nurses are working in very different ways with different levels of autonomy and support.

### Methods

Participants were recruited via university and Royal College of Nursing mailing lists, and social media adverts. They completed the initial questionnaire about their background and workplace, work experiences, credentialing and well-being.

### Results

A total of 143 nurses were recruited to the cohort and 86 completed the survey. Over 40 job titles were reported, across five pay bands. Job title was not correlated with pay band ( $p = .988$ ). Participant well-being was not significantly different from the UK general population, but they reported high rates of work-related stress (44.2%) compared with the National Health Service national average (37.9%).

### Conclusion

There is a wide disparity in pay, which is not reflected in title or setting. The high levels of work-related stress require further exploration.

### Implications for nursing management

The range of experiences reported here should encourage managers to evaluate whether title, pay and support mechanisms for Advanced Practice Nurses in their organisations align with suggested national standards set by Royal Colleges and government departments.

## DETAILS

<b>Subject:</b>	National standards; Occupational stress; Health disparities; Job satisfaction; Work environment; Social media; Questionnaires; Workplaces; Cohort analysis; Nursing; Advanced practice nurses; Government agencies; Health services; Autonomy; Nursing administration; Professional practice
<b>Business indexing term:</b>	Subject: Occupational stress Job satisfaction Work environment
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Document 5 of 58

# Application of inter-professional care model in patients with aneurysmal subarachnoid haemorrhage

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Objective

To explore the feasibility and effect of the inter-professional care model in patients with aneurysmal subarachnoid haemorrhage.

### Methods

A convenient sampling method was used to recruit inpatients of a hospital as subjects from July 2016 to July 2018. According to the even/odd attribute of admission number, subjects were divided into a control group and an observation group. The number of recruited subjects was 311: the control group comprised 135 participants and the observation group 176. The average length of hospital stay, hospital fees, quality of life, and satisfaction with the quality of nursing were compared between the two groups. SPIRIT checklist was completed (see File S1).

## Results

After intervention, patients in the observation group had shorter average hospital stay ( $15.98 \pm 2.7$ ), lower hospital fees ( $81,018 \pm 1.3$ ), higher satisfaction with the quality of nursing (98.3%), lower incidence of complications (19.89%), improved ability to perform activities of daily living, and lower rate of disease outcome and re-admission, with statistically significant differences from the control group ( $p < .05$ ).

## Conclusion

The application of inter-professional care model in single disease patients with aneurysmal subarachnoid haemorrhage can shorten the average hospital stay, reduce hospital fees, improve the quality of life of patients, and increase patients' satisfaction with the quality of nursing, which is worthy of clinical promotion and application.

## Implications for nursing management section

Nursing managers can use this model to improve the ability to ensure coordination between medical professionals and integrate the ability of nursing problems, the ability to make rational distribution of nursing human resources, and the ability of critical thinking. It can be used as reference to improve the nursing management of all kinds of single diseases.

## DETAILS

<b>Subject:</b>	Quality of life; Subarachnoid haemorrhage; Human resources; Aneurysms; Continuity of care; Patient satisfaction; Quality of care; Interdisciplinary aspects; Activities of daily living; Hemorrhage; Medical personnel; Patient admissions; Length of stay; Nursing; Hospitalization; Clinical nursing; Critical thinking; Inpatient care; Coordination; Nursing administration
<b>Identifier / keyword:</b>	aneurysmal subarachnoid haemorrhage; conventional holistic care; inter-professional care model; nursing
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Document 6 of 58

# A hermeneutic–phenomenological study of paediatric intensive care unit nurses’ professional identity following hospital redesign: Lessons learned for managers

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[ProQuest document link](#)



## ABSTRACT (ENGLISH)

### Aim

To provide insights for health care managers by exploring paediatric intensive care unit nurses' lived experience of professional identity in the context of organisational change.

### Background

While professional identity improves retention of nurses and provision of quality care, outcomes of importance for managers, organisational change perturbs this identity.

### Method

The study used a hermeneutic–phenomenological design. Data were collected via individual interviews, photographs, participant observation and document review. A purposive sampling strategy was used to recruit paediatric intensive care unit nurses ( $n = 15$ ) in a large Canadian paediatric hospital.

### Results

Nurses' critical care identity eroded in this organisation due to the interplay between hospital redesign and new eligibility criteria for patient admissions.

### Conclusion

Interactions between multiple projects and the unit context, as well as nursing professional identity, need to be considered early on during project planning. This study fills an important gap in research concerning the management challenges brought about by the intersection of multiple changes.

### Implications for Nursing Management

The results from this study bring to light three important lessons for nurse managers: 1) the specific unit context should be evaluated before a project is initiated; 2) the physical environment needs to be considered when determining staffing requirements; and 3) identity transitions need to be managed.

## DETAILS

**Subject:** Clinical outcomes; Health care; Nurse managers; Management of change; Pediatric units; Built environment; Identity; Nursing administration; Photography; Professional identity; Nursing; Patient admissions; Quality of care; Staffing; Hospitalization; Intensive care; Nurses; Organizational change; Pediatric nursing; Qualitative research; Pediatrics; Professional practice; Critical care

**Business indexing term:** Subject: Management of change Professional practice

**Identifier / keyword:** hermeneutics; intensive care units—paediatric; nurse administrators; organisational innovation; social identification

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Document 7 of 58

# General phenomenon and communication experience of physician and nurse in night shift communication: A qualitative study

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## ABSTRACT (ENGLISH)

### Aim

This paper explored the general phenomenon and psychological experience of the special background communication in night shift medical staff and provides better reference for night shift communication between doctors and nurses.

### Background

Physician–nurse communication has always been an important agenda for health care work and an important concept in nursing theory. During night shifts, effective doctor and nurse communication can enhance mutual trust, provide timely and appropriate medical services to patients, reduce adverse events and enhance patient safety.

### Design

A qualitative study was conducted.

### Methods

Husserl's descriptive phenomenology method and semi-structured in-depth interviews were used to collect data from 8 nurses and 5 doctors. Colaizzi's method was used to analyse data using MAXQDA 12. The Consolidated Criteria for Reporting Qualitative Research (COREQ) checklist was followed (see Appendix S1).

### Results

Three themes were extracted after sorting out and refining: the need to achieve goals in night-time physician–nurse communication; obstacles in night-time physician–nurse communication; and relationship culture in night-time physician–nurse communication.

### Conclusion

Attention should be paid to the particularity of night shift and efficiency of achieving the goal of communication between doctors and nurses on night shift, and the hidden obstacles behind communication between doctors and nurses. Managers should pay attention to the cultural construction of night shift communication in the system, form a good night shift communication process and regularly train doctors' and nurses' related communication skills. And they should also study relationship culture rationally to improve the communication efficiency of night shift.

### Implications for nursing management

The experiences described in this study contribute to a better understanding of obstacles hidden behind night shift physician–nurse communication. This also provides valuable information to professional managers who develop good doctor–nurse relationship culture.

## DETAILS

**Subject:** Culture; Qualitative research; Nurse managers; Communication; Communication skills; Physicians; Phenomenology; Health professional–Patient communication; Critical incidents; Nursing; Objectives; Nurses; Health services; Night shifts; Attention; Trust; Nursing administration; Physician nurse relationships

**Identifier / keyword:** communication; night shift; phenomenology; physician–nurse; qualitative study

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<b>DOI:</b>	<a href="https://doi.org/10.1111/jonm.13018">https://doi.org/10.1111/jonm.13018</a>
<b>ProQuest document ID:</b>	2409624575
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# Translation and psychometric validation of the Chinese version of the Emotional Labour Scale for nurses

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Objective

To translate and psychometrically validate the Emotional Labour Scale (ELS) for nurses in China.

### Background

Emotional labour is an indispensable component of nursing practice. We currently lack a standard instrument to assess nurses' emotional labour that fits the nursing context in China.

### Method

Using convenience sampling, 561 nurses were recruited from five tertiary comprehensive hospitals. Internal consistency reliability, test-retest reliability, split-half reliability, face validity, content validity, criterion validity and construct validity were used to evaluate the psychometric attributes of the scale.

### Results

Exploratory factor analysis verified a three-factor scale structure with a cumulative variance contribution of the factors of 61.281%. The three factors were 'emotional control effort in profession,' 'patient-focused emotional suppression' and 'emotional pretence by norms.' Cronbach's alpha values were 0.881, 0.807 and 0.764, respectively. Confirmatory factor analysis results indicated that the three factors were consistent with the original scale structure.

### Conclusion

The C-ELS for nurses is a reliable and valid instrument with satisfactory psychometric properties. Future studies should recruit a more representative sample of nurses in China to verify the applicability of the scale.

### Implications for nursing management

A reliable and quantitative instrument is available for leaders to evaluate clinical nurses' emotional labour and establish effective emotional labour management strategies based on the measurement results.

## DETAILS

**Subject:** Measurement; Hospitals; Validity; Pretence; Coefficient alpha; Quantitative psychology; Questionnaires; Confirmatory factor analysis; Occupational psychology; Profession control; Reliability; Chinese languages; Exploratory factor analysis; Sampling; Nursing; Clinical nursing; Nurses; Translation; Emotional labor; Nursing administration; Self expression; Professional practice

**Business indexing term:** Subject: Occupational psychology

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<b>Identifier / keyword:</b>	emotional labour; nurses; psychometrics; scale
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Document 9 of 58

# Nurses' perceptions of systems thinking and safe nursing care: A cross-sectional study

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To assess nurses' perceptions of systems thinking, safe nursing care and the correlation between them.

### Background

Systems thinking and safe nursing care are the key elements of quality improvement approaches, such as accreditation and patient safety programmes. However, these two variables have not been well studied in different health care settings.

### Methods

In this cross-sectional study, 300 nurses were selected using the stratified random sampling method. The data were collected using a demographic data form, systems thinking scale and assessment of safe nursing care questionnaire.

### Results

The scores of nurses' perceptions of systems thinking ( $63.25 \pm 9.20$ ) and safe nursing care ( $4.13 \pm 0.60$ ) were above average. A positive correlation was found between systems thinking and safe nursing care ( $r = .66, p < .001$ ), and its dimensions: nursing skills ( $r = .61, p < .001$ ), psychological needs ( $r = .56, p < .001$ ), physical needs ( $r = .51, p < .001$ ) and teamwork ( $r = .56, p < .001$ ).

### Conclusion

Regarding the correlation between systems thinking and safe nursing care, nurses and other medical professionals, especially novices, are recommended to strengthen their systems thinking skills to improve the safe nursing care.

### Implications for Nursing Management

Nurse managers should deal with organisational condition and factors affecting some poor aspects of systems thinking and safe nursing care. They must lead, support and allocate resources to the foundations of systems thinking to achieve safe nursing care.

## DETAILS

<b>Subject:</b>	Psychological needs; Quality management; Patient safety; Health care; Resource allocation; Nurse managers; Nursing care; Perceptions; Nursing administration; Nursing; Medical personnel; Thinking skills; Random sampling; Nurses; System theory; Teamwork
<b>Identifier / keyword:</b>	cross-sectional study; nurses; patient safety; safe care; systems approach
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<b>Pages:</b>	822-830
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Document 10 of 58

# Nurses' views on workload, care rationing and work environments

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Aims

The article examines nurses' experiences to institutionally enforced choices they must make regarding what patient care will be left undone. Cognitive dissonance theory is used to discuss how missed care is reconciled with the nurses' sense of professionalism and feelings of compassion.

### Background

Research into missed nursing care and care rationing is increasing, with an awareness that it impacts on nurses' coping ability.

### Methods

In-depth video and telephone interviews were conducted with four experienced nurses who were asked to describe how they made choices regarding required patient care and how they managed care under workload pressures.

### Results

Thematic analysis of interview narratives revealed four key themes describing the experiences of nurses managing their work: compromising care; incongruity between professional standards and organisational resources; emotional exhaustion; and depersonalization.

### Conclusions

Nurses expressed concerns that their professional values regarding patient care are being lost in a quest to achieve financial targets. It raises questions regarding ethical and psychological dilemmas created for workers by work intensification.

### Implications for Nursing Management

Financial effectiveness negatively impacts on nurses' emotional and clinical well-being cannot be easily dismissed, given that cognitive dissonance arises from attempting to provide quality care of patients whilst meeting organisational financial targets.

## DETAILS

<b>Subject:</b>	Professional ethics; Rationing; Fatigue; Job satisfaction; Work environment; Clinical standards; Cognitive dissonance; Coping; Nursing care; Managed care; Nursing administration; Professionalism; Sympathy; Depersonalization; Quality of care; Workloads; Clinical nursing; Nurses; Medical errors; Resource management
<b>Business indexing term:</b>	Subject: Job satisfaction Work environment Workloads Resource management
<b>Identifier / keyword:</b>	implicit care rationing; missed nursing care; rationed nursing care; work intensification
<b>Publication title:</b>	Journal of Nursing Management; Oxford
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Document 11 of 58

# A case-crossover study of age group differences in objective working-hour characteristics and short sickness absence

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To investigate age group differences in objective working-hour characteristics and their associations with short (1–3 days) sickness absence.

### Background

Irregular working hours, that is shift work with non-standard schedule, may influence sickness absence rates in hospital workers.

### Methods

We collected daily working hours and the first incidence of short sickness absence from the employers' electronic records from 2008 to 2017. A case-crossover study compared the characteristics of the working hours 28 days preceding the sickness absence (exposure window) and 28 days earlier (control window) across 10-year age groups (conditional logistic regression for odds ratios (OR) with 95% confidence intervals (95% CI)).

### Results

Younger employees had longer working hours and more night and consecutive shifts. Extended weekly working hours were associated with short sickness absence in all age groups. Age-related differences were few: extended working hours among oldest age group (OR: 1.01, 95% CI: 1.00–1.01) and daily working hours in the youngest and middle-age groups (Ors: 1.14–1.17) were associated with increased sickness absence.

### Conclusions

Length of working hours, and night and consecutive shifts differed between age, but the associations with short sickness absence were similar across all age groups.

## Implications for Nursing Management

Among older employees, the length of working hours should be paid special attention.

### DETAILS

<b>Subject:</b>	Older people; Shiftwork; Illnesses; Age groups; Age differences; Sick leave; Working hours; Labor force; Characteristics; Nursing administration
<b>Business indexing term:</b>	Subject: Working hours
<b>Identifier / keyword:</b>	ageing; nurses; shiftwork; nurses; sick leave; working time
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Document 12 of 58

# Nurses' work characteristics and self-assessment of the work environment—Explorative cross-sectional study

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

The aim of the study was to explore the characteristics of nursing work and the correlation with the conditions in nurses' work environment.

### Background

Although the correlation between nurses' work characteristics and the safety of health care provision has been confirmed, nurses continue to work in discouraging environments.

### Method

A cross-sectional study was conducted. A total of 1,744 nurses from 16 Slovenian hospitals participated. Variables included the following: work characteristics, ergonomic conditions at work, the prevalence of low back pain and self-assessment of conditions in the work environment.

### Results

One nurse was responsible for 17.90 patients per shift ( $SD = 13.615$ ), shifts were understaffed in 42.9% of cases, and technical assistive devices were available in 30% of cases. Job demands were explained with number of patients/shift ( $p < .001$ ), job satisfaction ( $p < .001$ ), availability of assistive devices ( $p = .001$ ) and the female gender ( $p = .001$ ). Decision authority was low and explained with a non-leadership position ( $p < .001$ ), educational

achievement ( $p < .001$ ), dissatisfaction with the job ( $p < .001$ ) and the male gender ( $p = .008$ ).

### Conclusion

A safe patient-to-nurse ratio, job satisfaction, availability of assistive devices and fostering decision authority turned out to be important in our study.

### Implications for Nursing Management

Europe is facing an increasing shortage of nurses, so actions for reducing nurse overload and encouraging decision authority are extremely important both for nurses and for patients. Participative leadership and ensuring gender equality in nursing are vital.

## DETAILS

<b>Subject:</b>	Availability; Job characteristics; Health care; Hospitals; Work environment; Job satisfaction; Academic achievement; Gender; Authority; Adaptive technology; Nursing; Conditions; Nurses; Characteristics; Leadership; Low back pain; Gender inequality; Nursing administration
<b>Business indexing term:</b>	Subject: Work environment Job satisfaction
<b>Publication title:</b>	Journal of Nursing Management; Oxford
<b>Volume:</b>	28
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Document 13 of 58

# British South Asian male nurses' views on the barriers and enablers to entering and progressing in nursing careers

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To ascertain British South Asian male nurses' views on the barriers and enablers to entering and progressing in nursing education and careers.

### Background

There is a shortage of men from Black, Asian and Minority Ethnic groups in the National Health Service nursing workforce. There is a dearth of evidence on the views of British south Asian men on this subject.

### Methods

A qualitative interpretative intersectional approach was used to carry out one-to-one interviews ( $n = 5$ ) with British South Asian male nurses using a semi-structured topic guide. Interviews took place between July 2018 and February 2019, across England. A framework analysis approach was used to analyse the interview transcripts.

### Results

The main themes emerging as barriers were as follows: poor pay and conditions; negative immediate, extended family, community views; and a lack of knowledge and awareness of the nursing profession. The main themes

emerging as enablers were as follows: personal circumstances (including role models) and ethnicity (including the role of religion and masculinity).

### Conclusion

Findings suggest that the intersection between ethnicity and gender presents as an important enabler, as well as inhibitor, for British South Asian men. Nursing careers and salient barriers exist at a systemic level and include institutional racism.

### Implications for Nursing Management

- Managers review policies and practice on unconscious bias and institutional racism in the recruitment, retention and progression of British South Asian men.
- Employers provide continuous professional development including mentoring support to help career progression for these men.
- Human resources colleagues develop culturally specific interventions to reduce the stigma associated with the nursing profession in the British South Asian community.
- Nurse recruitment colleagues consider places of worship as venues for delivery of these interventions when promoting nursing.

## DETAILS

<b>Subject:</b>	Barriers; Intervention; Career advancement; Racial bias; Racial discrimination; Role models; Nursing; Ethnicity; Nurses; Intersectionality; Medical education; Men; Religion; Masculinity; Stigma; Recruitment; Human resources; Male employees; Cultural sensitivity; Professional development; Colleagues; Asian people; Nursing administration; Systemic racism; Professional practice
<b>Business indexing term:</b>	Subject: Male employees
<b>Identifier / keyword:</b>	ethnicity; gender; institutional racism; intersectionalism; workforce
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Document 14 of 58

# Strategies for controlling violence against health care workers: Application of fuzzy analytical hierarchy process and fuzzy additive ratio assessment

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Objective

The present study aimed to identify and prioritize control measures of violence against health care workers (HWs) using the fuzzy analytical hierarchy process (FAHP) and fuzzy additive ratio assessment (ARAS-F).

### Background

Occupational violence is a pervasive problem in health care centres. Reducing violence against staff is one of the challenges for health care managers.

### Method

At the first stage, the most common criteria and control options for violence against HWs were identified and extracted using a review of previous studies. At the next stage, criteria for selection of control measures were prioritized using the FAHP. Finally, control measures of workplace violence were prioritized using the ARAS-F method.

### Results

Results of the FAHP indicated that safety and efficiency were the most important criteria. Results of the ARAS-F also revealed that 'increasing number of security personnel' and 'training staff' were the best recommendations for controlling violence against HWs.

### Conclusion

Based on expert's opinions, administrative measures are the optimal ways to control violence at health centres; therefore, it is suggested that violence control programmes should be more focused on administrative measures.

### Implications for Nursing Management

These results could assist nursing management to take best strategies for controlling occupational violence based on multi-criteria decision-making methods.

## DETAILS

<b>Subject:</b>	Security staff; Occupational safety; Health centres; Nursing; Medical personnel; Workplace control; Workplace violence; Workers; Nursing administration; Health care management
<b>Business indexing term:</b>	Subject: Occupational safety Workplace violence
<b>Identifier / keyword:</b>	control strategies; fuzzy additive ratio assessment (ARAS-F); fuzzy analytical hierarchy process (FAHP); health care workers; occupational violence; ranking
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Document 15 of 58

# The methodology for developing nursing clinical practice guidelines over recent decades in China: A

# critical appraisal using AGREE II

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Aim

To appraise the quality of current nursing clinical practice guidelines (N-CPGs) in China and explore the methodology for N-CPGs development.

### Background

Implementation of quality improvement projects based on N-CPGs has becoming an hot topic for nursing with proliferation in the number of N-CPGs in China in recent years. The methodology for developing N-CPGs is worthy of exploration.

### Methods

A systematic literature search was performed using PubMed, CINAHL, Web of Science, CNKI, Wanfang, VIP and CBM and relevant representative guidelines repositories from inception to July 31, 2019. Two authors independently selected eligible guidelines and performed data extraction. Four appraisers independently assessed the quality of the N-CPGs using the AGREE II tool.

### Results

20 N-CPGs were eventually included in this review. After AGREE II appraisal, the final domain scores ranged between 0.00 and 83.33%. When comparing the total domain scores, "Scope and purpose" and "Clarity of presentation" scored highest with a total of 63.89 (59.37–69.79) (%), median, interquartile range (IQR)), and 63.89 (58.33–75.70) (%), respectively. "Editorial independence" obtained the lowest ranking with a total score of 0 (0–81.25) (%). The total scores of "Stakeholder involvement", "Rigour of development", "applicability" and "editorial independence" were lower than 50%.

### Conclusion

The quality of N-CPGs in China is not very high and the process of guideline development still needs to improve.

### Implications for Nursing Management

N-CPGs are important documents used to guide nursing quality improvement. High quality N-CPGs are beneficial for nursing management.

## DETAILS

<b>Subject:</b>	Best practice; Quality management; Appraisers; Clinical medicine; Quality of care; Rigour; Research methodology; Evidence-based nursing; Nursing; Appraisal; Clinical nursing; Quality control; Nursing administration; Quality improvement; Clinical practice guidelines; Professional practice; Ratings &rankings
<b>Business indexing term:</b>	Subject: Best practice Quality control Quality improvement
<b>Location:</b>	China
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Document 16 of 58

# Generational preferences in the nursing work environment: A dimensional concept analysis

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

The purpose of this dimensional concept analysis was to identify preferences for favourable nursing work environments by Baby Boomer, Generation X and Millennial nurses.

### Background

Favourable nursing work environments have been associated with better nurse and patient outcomes. Researchers have reported differences among generations related to the work environment, but the extent to which there are differences in preferences, not just perceptions, is less certain.

### Method

A dimensional concept analysis was performed, in which one concept was analysed from multiple points of view. Articles were obtained from PubMed, CINAHL and PsycINFO. Articles published in the last ten years were included if they reported preferences, desires or ideals for the nursing work environment and were categorized by generational cohort. Eight articles qualified for review.

### Results

Four major themes were identified: nursing practice/unit characteristics, managers/leadership, team/professional interactions and pay/benefits. An additional theme of personal/self emerged among Millennials.

### Conclusions

All generations reported preferences related to benefits/pay, manager/leadership, nursing practice/unit characteristics and team/interactions. Only Millennials reported aspects related to self.

### Implications for nursing management

All generations desired the first four themes. To address each, nursing leaders should consider the following: (a) ensure adequate staffing and resources are in place for nursing staff; (b) obtain input from all generations about their level of satisfaction with benefits/pay and examine ways to provide better benefits or pay when possible; (c)

encourage leadership self-development, such as educational opportunities and mentorship; and (d) determine opportunities to improve interactions among staff members. For Millennials, the only group who had expectations in the area of 'self', provide individualized attention and opportunities that allow them to create a better work-life balance, such as self-scheduling.

## DETAILS

<b>Subject:</b>	Clinical outcomes; Work environment; Millennials; Individualized; Leadership; Nursing; Generation X; Preferences; Teams; Baby boomers; Staffing; Nursing administration; Conceptual analysis; Professional practice
<b>Business indexing term:</b>	Subject: Work environment Leadership
<b>Identifier / keyword:</b>	generations; nurses; nursing work environment; preferences
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Document 17 of 58

# Development and psychometric testing of the toxic leadership behaviors of nurse managers (ToxBH-NM) scale

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

This paper describes the development and testing of the psychometric property of the Toxic Leadership Behaviors of Nurse Managers (ToxBH-NM) Scale.

### Background

Toxic leadership is growing increasingly pervasive in the field of nursing. However, the current literature lacks comprehensive attempts to explain how toxic leadership disrupts work processes in the field of nursing, a reality confounded in part by the absence of a reliable and a valid scale on which to examine toxic leadership behaviours in nurse managers.

### Methods

An exploratory sequential research design was used to formulate and evaluate the psychometric property of ToxBH-NM Scale. The content validity was examined by experts in nursing administration. A sample of 313 nurses from selected hospitals was recruited to assess the scale's reliability and validity. The factor structure of the newly developed scale was determined by exploratory factor analysis (EFA).

### Results



Exploratory factor analysis for ToxBH-NM Scale revealed 30 items loading on four factors. The overall Cronbach's  $\alpha$  coefficient of the scale was 0.975, and Cronbach's  $\alpha$  coefficient ranged from 0.895 to 0.965 for the four factors. Corrected item-to-total (0.310–0.69) and item-to-item correlations (0.47–0.66) were acceptable. The Scale-content Validity Index was 0.957, and the Item-content Validity Index ranged from 0.833 to 1.000. The test–retest reliability coefficient of ToxBH-NM Scale was 0.801, with a reliability coefficient that ranged from 0.745 to 0.911 for the four factors. The four factors explained 71.84% of the observed variance.

### Conclusions

ToxBH-NM Scale shows good psychometric properties and can be used to evaluate toxic leadership behaviours among nurse managers.

### Implications for Nursing Management

The use of ToxBH-NM Scale can aid nurse managers in better understanding and managing their own leadership behaviours within their organisations and in fostering desirable work outcomes among employees, a positive work climate and overall organisational success.

## DETAILS

<b>Subject:</b>	Behavior; Experts; Hospitals; Validity; Nurse managers; Managers; Coefficient alpha; Quantitative psychology; Nursing administration; Nursing; Reliability; Exploratory factor analysis; Property; Leadership; Job performance
<b>Identifier / keyword:</b>	abusive supervision; narcissism; nurse manager; nursing; scale development; self-promotion; toxic leadership
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Document 18 of 58

# A study on the relationship between nurses' compulsory citizenship behaviours and job stress

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

## Aim

To determine whether there is a relationship between compulsory citizenship behaviours and job stress among nurses working at public hospitals.

## Background

Nurses may face strong pressure from their managers or peers to perform role behaviours beyond what is found in their job definition. When mandated, these extra duties are called compulsory citizenship behaviours.

## Method

This descriptive study included 569 nurses who work in three hospitals. Data were analysed using descriptive statistical analyses, linearity test, Pearson's correlation analysis, simple linear regression analysis and parametric and nonparametric tests.

## Results

There was a significant, strong and positive relationship between the nurses' job stress and compulsory citizenship behaviours. Statistically significant differences were found between the nurses' job stress scores according to the institution and unit they worked in and their professional experience duration.

## Conclusion

This study found that nurses display compulsory citizenship behaviours and experience job stress at a high level. A significant relationship was found between these two variables.

## Implications for Nursing Management

Special training programmes should be held informing managers and nurses about the negative outcomes of compulsory citizenship behaviours and positive outcomes of organisational citizenship behaviours. Appropriate opportunities and resources should be provided to cope with stress in hospital settings.

## DETAILS

<b>Subject:</b>	Occupational stress; Citizenship; Compulsory; Hospitals; Nurses; Regression analysis; Nurse managers; Professional training; Behavior; Stress management; Nursing administration
<b>Business indexing term:</b>	Subject: Occupational stress
<b>Identifier / keyword:</b>	behaviour; hospital administration; job stress; nursing staff; personnel administration
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Document 19 of 58

## Can brand theory help re-position the brand image of nursing?

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

The current vs desired brand position of the nursing profession is examined using brand theory.

### Background

The nursing brand has a long and revered image with various stakeholder groups. However, the current image frequently represents nurses as caring advocates rather than Influential Leaders who deliver, manage and administer health care services.

### Evaluation

Recent quantitative field research describes perceptions of nurses' current vs desired brand position. A perceptual map illustrated a gap on the axes of *Patient-Centered Caregivers* and *Leaders in Healthcare*. Empirical literature provided the foundation for prescriptive advice, which could address potential threats and opportunities for the brand.

### Key Issue

Brand theory is used to describe how nurses' current image seems at odds with nurses' role in contemporary society. The largest gap on the perceptual map was on the 'Leadership Axis', suggesting more effort is needed to change perceptions of the essential leadership role of nurses in various health care systems.

### Implications for Nursing Management

The nursing profession needs to implement branding strategies, which close the gap between the current and desired brand positions. The central brand position of nurses as leaders should thread throughout practice, education, research and professional associations for effective brand repositioning to occur.

## DETAILS

<b>Subject:</b>	Patient-centered care; Health care; Brand identification; Professional associations; Brands; Perceptions; Identity; Fieldwork; Leadership; Caregivers; Nursing; Modern society; Nurses; Nursing administration
<b>Business indexing term:</b>	Subject: Brand identification Leadership
<b>Identifier / keyword:</b>	brand theory; nurse brand; nurse brand image; nurse brand position
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Document 20 of 58

# Effects of social undermining in families on deviant workplace behaviours in Pakistani nurses

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## ABSTRACT (ENGLISH)

### Aims

To examine whether *negative emotions* could mediate the association linking *social undermining in families* (i.e. negative judgements that prevent the maintenance of positive familial ties) to nurses' *deviant workplace behaviours* (i.e. behaviours that disrupt the normal functioning of organisations), and whether *neuroticism* could moderate the association linking *social undermining in families* to *negative emotions* by adopting the spillover theory.

### Background

This study tested a moderated mediation model based on the hospital industry in Pakistan. Negative familial stressors can disrupt work-related behaviours, but it remains unknown as to how negative emotions and personality traits can affect this family-to-work relationship.

### Method

Temporally segregated survey data were collected from nurses ( $n = 325$  dyads) working in the hospitals of Pakistan.

### Results

Findings showed that *social undermining in families* triggered *deviant workplace behaviours* in Pakistani nurses through the mediating effect of *negative emotions*. High levels of *neuroticism* strengthened the association linking *social undermining in families* to *negative emotions*.

### Conclusion

Our moderated mediated model showed that family-related stressors can “spill over” to the workplace and disrupt employee behaviours under the mediating effect of negative emotions. The perception of family-related negative emotions can also be increased among individuals with high levels of neuroticism.

### Implications for Nursing Management

We recommend the establishment of social support networks and workshops for nurses to cope with the negative emotions they experienced from family and non-work domains.

## DETAILS

<b>Subject:</b>	Social support; Neuroticism; Support networks; Negative emotions; Workplaces; Occupational psychology; Emotions; Nurses; Personality traits; Social networks; Nursing administration; Deviance
<b>Business indexing term:</b>	Subject: Occupational psychology
<b>Location:</b>	Pakistan
<b>Identifier / keyword:</b>	deviant work behaviour; negative emotions; neuroticism; social undermining; spillover theory
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Document 21 of 58

## New graduate registered nurses' experiences with psychological safety



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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

The purpose of this study was to gain insight into new graduate registered nurses' experiences with psychological safety.

### Background

Organizational learning allows acute care hospitals to consistently provide high-quality patient care. Psychological safety is critical for organizational learning. New graduate nurses in particular need to feel psychologically safe as they transition into professional nursing practice. Understanding new graduate registered nurses' experiences of psychological safety can guide leaders and others to create work environments that foster psychological safety and organizational learning.

### Method

Semi-structured interviews were conducted with 13 newly graduated registered nurses working in inpatient hospital settings. Interviews were analyzed using thematic analysis.

### Results

Four primary themes featured prominently in the new graduate nurses' experiences of psychological safety: building credibility, making personal connections, feeling supported and seeking safety.

### Conclusion

Understanding these themes will help nursing education programmes, nurse managers, nurse colleagues and new graduate registered nurses foster psychological safety and create environments conducive to organisational learning.

### Implications for Nursing Management

All members of the health care team involved in the new graduate registered nurses' transition to practice have a role in fostering psychological safety. Additional research is needed to better understand psychological safety and how to foster it.

## DETAILS

**Subject:** Educational programs; Hospitals; Safety; Work environment; Credibility; Nurse managers; Organizational learning; Patients; New employees; Inpatient care; Health education; Nursing; Mental health; Teams; Acute services; Nurses; Medical education; Nursing administration; Psychological safety; Professional practice

**Business indexing term:** Subject: Work environment New employees Psychological safety

**Identifier / keyword:** new graduate nurses; nursing leaders; nursing managers; or ganizational learning; preceptor; psychological safety

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# Factors associated with workplace fatigue among midwives in southern China: A multi-centre cross-sectional study

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aims

To identify the level of workplace fatigue among midwives and factors influencing their fatigue.

### Background

Midwives who play an important role in medical care are prone to experience workplace fatigue, which negatively affects their well-being and work quality.

### Methods

A multi-centre cross-sectional study was conducted among 666 Chinese midwives from 38 hospitals in March 2019. Data were collected by four questionnaires of self-designed demographic questions, the Pittsburgh Sleep Quality Index, the Social Support Self-Rating Scale and the 14-item Fatigue Scale. Descriptive statistics, univariate analysis and multiple linear regression were used to analyse the data.

### Results

Midwives had moderate levels of fatigue with the mean scores of physical fatigue, mental fatigue and total fatigue being 9.53, 6.25 and 15.79, respectively. Multiple linear regression results showed that sleep quality, social support, job satisfaction, occupational injuries, adverse life events, frequency of irregular meals and employment type were statistically significant factors influencing fatigue among the participants.

### Conclusions

Physical and mental fatigue were generally common among midwives and were affected by personal-related and work-related factors, sleep quality and social support.

### Implications for Nursing Management

Nurse administrators have the opportunity to advocate for improved health policy under the two children rule to prevent workplace fatigue amongst midwives.

## DETAILS

**Subject:** Social support; Fatigue; Health care; Hospitals; Sleep; Regression analysis; Midwives; Meals; Workplaces; Life events; Prone; Job satisfaction; Sleep problems; Employment; Midwifery; Nursing administration; Quality of care; Occupational accidents

**Identifier / keyword:** China; fatigue; midwives; sleep quality; social support

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# Positive spiritual climate supports transformational leadership as means to reduce nursing burnout and intent to leave

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To explore the relationship between spiritual climate and transformational leadership, and examine their impact on nurses perceived emotional exhaustion and intentions to quit.

### Background

Transformational leadership is known to have a significant positive effect on work environment and job satisfaction. Additionally, promoting spiritual climate amongst staff can benefit workers by increasing self-worth. The relationship between the two is unknown.

### Methods

Nurse clinicians from 2 sites in the Jiangsu Province of China completed self-report questionnaires based on spiritual climate, emotional exhaustion, clinical leadership and Turnover Intention Scales. Mediation analysis was applied to evaluate impact of spiritual climate.

### Results

Perceived positive spirituality amongst nurse clinicians reinforces transformational leadership to reduce emotional exhaustion (indirect effect of  $-0.089$ ,  $p < .01$ ). Burnout and intention to leave showed significantly positive correlation with lower levels of perceived spirituality ( $r = .545$ ,  $p < .01$ ).

### Conclusion

Transformational leadership in the workplace can reduce nurses' burnout, and a positive spiritual climate increases meaningfulness in their work. This may help in nurse retention.

### Implications for Nursing Management

Health care leaders must look beyond transformational leadership to maintain a positive and supportive clinical climate, and this may involve acknowledgement of nurses' spiritual needs.

## DETAILS

<b>Subject:</b>	Health care; Spirituality; Fatigue; Work environment; Burnout; Workplaces; Leadership; Nursing; Job satisfaction; Transformational leadership; Clinical leadership; Nurses; Nursing administration; Employee turnover
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Document 24 of 58

# Leading nursing beyond 2020 – the challenge and the opportunity

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[ProQuest document link](#)

## DETAILS

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Document 25 of 58

# Fatigue in new registered nurses: A 12-month cross-lagged analysis of its association with work motivation, engagement, sickness absence and turnover intention

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[ProQuest document link](#)



## ABSTRACT (ENGLISH)

### Aim

This longitudinal study examines the motivational factors that explain why and how fatigue acts on new nurses' affective (work engagement), attitudinal (intention to leave the occupation) and behavioural (sickness absence) work outcomes.

### Background

Growing nurse shortage makes it crucial to understand how and why fatigue can cut short the career of nurses.

### Methods

This two-wave longitudinal study (baseline, 12-month follow-up) was conducted among 630 French-speaking new registered nurses from Canada. The proposed cross-lagged model was analysed using the EQS statistical software package for structural equation modelling (SEM).

### Results

Time 1 fatigue was positively related to time 2 controlled motivation (working under internal or external pressure). Taking into account the cross-lagged effects of T1 fatigue on T2 outcomes, T1 controlled motivation was positively associated with T2 sickness absence, whereas T1 autonomous motivation (working because the activity is valued or inherently interesting) was related to all T2 outcomes.

### Conclusion

These findings provide insights into the motivational processes that affect nurses' early career functioning, revealing that distinct forms of motivation explain how fatigue relates to work outcomes.

### Implications for nursing management

Organisational efforts to strengthen autonomous over controlled motivation constitute a promising strategy to improve new nurses' well-being and retention in the occupation.

## DETAILS

<b>Subject:</b>	Motivation; Nurses; Sick leave; Fatigue; Modelling; Longitudinal studies; Nursing administration; Illnesses; Employee turnover
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<b>Identifier / keyword:</b>	engagement; fatigue; motivation; sickness absence; turnover intention
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Document 26 of 58

# The relationship between psychological capital and innovation behaviour in Chinese nurses

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To explore the serial-multiple mediation of job control and perceived organisational innovation climate between psychological capital and innovation behaviour among Chinese nurses through structural equation modelling.

### Background

Nurses' innovation not only promotes the development of the nursing industry but also improves the quality of care and promotes patient prognosis. Thus, it is essential to clarify the factors affecting nurses' innovative behaviour and to provide a theoretical basis for improving nurses' innovative behaviour.

### Methods

A cross-sectional study was conducted among 4,677 Chinese nurses from 18 hospitals. The PCQ-R, Nurses' Job Control Scale, the Nurses' Organizational Innovation Climate Scale, and the Nurses' Innovation Behaviour Scale were used to conduct a questionnaire survey.

### Results

According to the serial-multiple mediation, the mediating role of job control and perceived organisational innovation climate between psychological capital and innovative behaviour is significant. ( $Z = 7.25, p < .05$ ).

### Conclusions

Higher psychological capital can promote nurses' innovation behaviour. Therefore, improving psychological capital can enhance the innovation behaviour of nurses.

### Implications for Nursing Management

It is essential to change hospital working environments for enhancing the innovation behaviour of health professionals. Managers could promote nurses' innovative behaviour by strengthening nurses' psychological capital.

## DETAILS

<b>Subject:</b>	Innovations; Medical prognosis; Hospitals; Nurse managers; Patients; Perceived control; Modelling; Health behavior; Innovative behaviour; Medical personnel; Nursing; Job control; Quality of care; Nurses; Nursing administration; Job performance; Behavior
<b>Identifier / keyword:</b>	Chinese nurses; innovation behaviour; job control; perceived organisational innovation climate; psychological capital
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Document 27 of 58

# Impact of workplace incivility on compassion competence of Korean nurses: Moderating effect of psychological capital

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## ABSTRACT (ENGLISH)

### Aim

This study aimed to examine the association between workplace incivility and compassion competence of Korean nurses, as well as the moderating effect of psychological capital.

### Background

Workplace incivility affects the quality of patient care and as such is worthy of critical examination regarding its impact on the compassion competence of nurses.

### Methods

In this descriptive cross-sectional study, data for 192 Korean hospital nurses were used to analyse the relationship between workplace incivility and compassion competence and the moderating effect of psychological capital.

### Results

Workplace incivility was negatively associated with compassion competence of nurses. Furthermore, psychological capital had a conditional moderating effect on the relationship between workplace incivility and nurses' compassion competence. The negative associations of workplace incivility with compassion competence were significant at low and medium levels of psychological capital but not at high psychological capital. Moreover, the association was stronger for those with low psychological capital.

### Conclusion

Workplace incivility is negatively associated with compassion competence among nurses, and psychological capital has conditional moderating effects in its relationship.

### Implications for Nursing Management

Management efforts to reduce workplace incivility and to improve nurses' psychological capital are needed to improve patient care quality.

## DETAILS

<b>Subject:</b>	Workplaces; Nurses; Sympathy; Quality of care; Competence; Patients; Associations; Nursing administration
<b>Identifier / keyword:</b>	compassion; nurses; patient care; psychological capital; quality of health care; workplace incivility
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Document 28 of 58

# The effects of job characteristics, organizational justice and work engagement on nursing care quality in China: A mediated effects analysis

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## ABSTRACT (ENGLISH)

### Aim

To analyse the structural associations among job characteristics, organizational justice, work engagement and nursing care quality in Chinese nurses.

### Background

Nursing care quality helps ensure patient safety, which are core concerns. The explicit relationships among the study's variables from a management perspective can help hospital managers to implement effective strategies to improve nursing care quality.

### Methods

This cross-sectional study was conducted to investigate the relationships among the variables in 1,615 nurses in eight Chinese tertiary hospitals. Structural equation modelling was used to test a proposed model of these relationships.

### Results

The scores of job characteristics, organizational justice, work engagement and nursing care quality were  $3.55 \pm 0.41$ ,  $3.84 \pm 0.77$ ,  $4.67 \pm 1.30$  and  $3.42 \pm 0.70$ . Job characteristics and organizational justice had direct effects on nursing care quality. Work engagement mediated the relationship of nursing care quality with job characteristics and organizational justice. The final model explained 24% of nursing care quality.

### Conclusion

The results provide a better understanding of the associations between the study's variables. Perceived job characteristics and organizational justice can improve nursing care quality through work engagement.

### Implications for Nursing Management

Reconfiguring work design to strengthen nurses' positive perceptions of job characteristics and organizational justice can enhance nursing care quality.

## DETAILS

<b>Subject:</b>	Variables; Job characteristics; Hospitals; Work; Patients; Modelling; Nursing care; Nursing; Quality of care; Handwriting; Quality; Nurses; Characteristics; Organizational justice; Nursing administration
<b>Business indexing term:</b>	Subject: Organizational justice
<b>Identifier / keyword:</b>	job characteristics; nursing care quality; organizational justice; work engagement
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Document 29 of 58

# From envy to social anxiety and rumination: How social media site addiction triggers task distraction amongst nurses

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## ABSTRACT (ENGLISH)

### Aim

To investigate the effect of social networking site addiction on task distraction among nurses.

### Background

Most of the existing literature focuses only on positive aspects of social networking site, while negative aspects thereof have rarely been highlighted. The current study focuses on finding the impact of social networking site addiction and mental states like envy, social anxiety and rumination on task distraction among nurses.

### Method

Data were collected through self-administrated questionnaires from 378 nurses in Pakistan. The study used descriptive and inferential statistics including correlation and structural equation modelling techniques to test the hypothesized model.

### Results

The results suggest that social networking site addiction results in task distraction which is further enhanced by envy, social anxiety and rumination among nurses.

### Conclusion

The study contends that social networking site addiction stimulates various stressors among nurses such as envy, social anxiety and rumination that augment its negative effects on task distraction.

### Implications for Nursing Management

Findings of the study can be used develop strategies to control task distraction among nurses to limit its negative impact and to enhance work performance. Awareness campaigns can help nurses and other healthcare professionals to comprehend the effects of using social media at work.

## DETAILS

<b>Subject:</b>	Health care; Rumination; Envy; Addictions; Distraction; Campaigns; Modelling; Social media; Nurses; Medical personnel; Social anxiety; Social networks; Networking; Mental states; Nursing administration; Anxiety
<b>Business indexing term:</b>	Subject: Social networks
<b>Identifier / keyword:</b>	envy; nurses; rumination; social anxiety; social networking site addiction; task distraction
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<b>Copyright:</b>	Copyright © 2020 John Wiley & Sons Ltd
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Document 30 of 58

# Developing, validating and testing a ward environment assessment tool

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## ABSTRACT (ENGLISH)

### Aims

To develop, validate and test a ward environment assessment tool (WEAT) for post-occupancy evaluation of hospital wards from the perspectives of ward nurses, using Person–Environment fit theory.

### Background

It is argued that as the needs and expectations of various user groups of healthcare facilities would vary, so would the tools to measure the suitability of the architectural design features of these healing environments for different groups of users. However, a review of relevant literature revealed that there is a dearth of assessment tools to appraise the adequacy of healthcare facilities for nursing staff.

### Methods

Extant literature was reviewed to construct WEAT. Twenty ward nurses were interviewed to obtain user perspectives on the ward environment. Post-occupancy evaluation of three hospital wards was undertaken to validate and test WEAT.

### Results

WEAT: A new post-occupancy evaluation tool was created.

### Conclusions

WEAT measures the impacts of ward environment on nurses in four personal constructs; namely physical, cognitive, sensory and universal.

### Implications for Nursing Management

WEAT is an innovative management decision-making tool for ward managers, who may use its results to argue for workspace redesign with facilities managers, explore job readjustments with occupational health nurses and review job description with human resource managers.

## DETAILS

<b>Subject:</b>	Personal constructs; Health care; Suitability; Occupational health nurses; Healing; Occupancy; Occupational health; Nursing; Health facilities; Literature reviews; Human resource managers; Nurses; Resource managers; Nursing administration; Evaluation
<b>Identifier / keyword:</b>	architectural design features; hospital ward; personal constructs; person-environment fit theory; post-occupancy evaluation; ward nurse
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Document 31 of 58

# The impact of work environment on workplace violence, burnout and work attitudes for hospital nurses: A structural equation modelling analysis

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## ABSTRACT (ENGLISH)

### Aim

We aimed to test a model examining the direct and indirect effects of the work environment on workplace violence, nurse burnout and work attitudes of Chinese hospital nurses.

### Background

Work environment is a key factor related to nurses' work attitudes. There has been limited information about how the work environment influences nurses' work attitudes.

### Method

This was a cross-sectional study that included 1,517 hospital nurses in 111 medical/surgical units in 23 hospitals from Guangdong province, China. Structural equation modelling was used to test a hypothesized model that supposed work environment has both direct and indirect effects on work attitudes (e.g. job satisfaction and intention to leave) through workplace violence and nurse burnout.

### Results

Better work environment was related to higher job satisfaction and lower intention to leave both directly and indirectly through two mediators: workplace violence and burnout. Burnout mediated the association of workplace violence with job satisfaction and intention to leave.

### Conclusions

Improving work environment would promote nurse safety and subsequently contribute to stabilize the nurse workforce.

### Implications for Nursing Management

To help nurses achieve safety and improved work attitudes, nurse managers should build a positive work environment and help nurses who have experienced workplace violence relieve their burnout.

## DETAILS

<b>Subject:</b>	Employee attitude; Hospitals; Workplace violence; Security management; Nurse managers; Workforce; Attitudes; Work environment; Modelling; Burnout; Workplaces; Violence; Indirect effects; Nurses; Job satisfaction; Nursing administration; Structural equation modeling
<b>Business indexing term:</b>	Subject: Job satisfaction Work environment Workplace violence Burnout
<b>Identifier / keyword:</b>	burnout; China; intention to leave; job satisfaction; nurse; work environment; workplace violence
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<b>Copyright:</b>	Copyright © 2020 John Wiley & Sons Ltd
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Document 32 of 58

# Learning to lead: A scoping review of undergraduate nurse education

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To explore undergraduate student's preparation for leadership roles upon registration.

### Background

Effective leadership is vital when promoting positive workplace cultures and high-quality care provision. However, newly registered nurses are not always well-prepared for leadership roles.

### Evaluation

A scoping review of primary research published in English between 2009 and 2019 was undertaken. Data were analysed using an adapted version of Arksey and O'Malleys' (2005. *International Journal of Social Research Methodology: Theory and Practice*, 8, 19) framework. Nine papers met the review eligibility criteria.

### Key issues

Findings revealed three themes: leadership education content; positioning of leadership education within the nursing programme; and teaching and learning delivery.

### Conclusions

The review highlighted some agreement about the knowledge, skills and behaviours to be addressed in leadership education. What varied more was the pedagogical methods used to deliver this, the extent of its integration throughout the programme and the nature of collaborative academic–practice working to ensure good quality clinical supervision.

### Implications for Nursing Management

(a) Students must be exposed to positive leadership practices during clinical placements to facilitate theory–practice integration. (b) Bullying negatively impacts on students' self-efficacy whereas positive role modelling from registered nurses supports development of leadership competence. (c) Leadership theory and competence should be introduced early and revisited throughout the programme.

## DETAILS

**Subject:** Positioning; Clinical supervision; Learning; Clinical training; Teaching; Modelling; Research methodology; Workplaces; Clinical placements; Social research; Undergraduate students; Bullying; Efficacy; Quality of care; Competence; Clinical nursing; Leadership; Medical education; Nursing administration; Professional practice

**Identifier / keyword:** education; leader; nurse; research; students

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<b>Document URL:</b>	<a href="https://www.proquest.com/scholarly-journals/learning-lead-scoping-review-undergraduate-nurse/docview/2396106639/se-2?accountid=211160">https://www.proquest.com/scholarly-journals/learning-lead-scoping-review-undergraduate-nurse/docview/2396106639/se-2?accountid=211160</a>
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# A systematic review on the structured handover interventions between nurses in improving patient safety outcomes

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

This review aimed to elucidate the effectiveness of structured handovers in improving patient outcomes in the wards.

### Background

Studies have reported that the lack of quality handovers is one of the main causes of adverse effects.

### Evaluation

A search over six electronic databases: MEDLINE; CINAHL; Web of Science; EMBASE; Scopus; and CENTRAL via Ovid concluded nine studies and synthesized by two independent reviewers based on the Cochrane Handbook for Systematic Reviews of Interventions. The Preferred Reporting Items for Systematic Reviews and Meta-Analyses statement was used to guide the undertaking of this review and meta-analysis. All studies published up to February 2019 were considered in this review.

### Key issues

This review has demonstrated that structured handovers reduced the incidences of patient complications, medication errors and general adverse events. However, the results were not statistically significant.

### Conclusion

Current structured handover formats were effective in reducing problematic handovers such as omission of information, inaccurate information and documentation errors.

### Implications for Nursing Management

Although there is limited high-quality and rigorous research conducted to gain a clearer understanding of the impacts on patient-related outcomes in nursing care, structured handovers remained effective in reducing the number of mistakes in information transfer.

## DETAILS

**Subject:** Side effects; Intervention; Critical incidents; Clinical outcomes; Safety; Nursing; Handover; Systematic review; Drugs; Errors; Patient safety; Communication; Nursing care; Nursing administration; Patient care planning

**Identifier / keyword:** communication; patient safety; handoff

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# An overview of 5-year patterns and trends in the Journal of Nursing Management

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[ProQuest document link](#)

## DETAILS

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<b>Publication date:</b>	Apr 2020
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Document 35 of 58

# Improving nurses' organizational commitment by participating in their performance appraisal process

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Aims

To promote the nurses' organizational commitment by their participation in the improvement of the performance appraisal process.

### Background

Organizational commitment is one of the factors that secures safe and high-quality care of patients. It also enhances motivation among nurses, which affected by various factors such as performance appraisal.

### Method

A participatory action research study was undertaken (March 2015 to February 2018) with 39 intensive critical care nurses and nurse managers in Social Security Hospital in Iran, using a complete enumeration sampling method. The data were collected using organizational commitment and job satisfaction questionnaires, focus groups, semi-structured interviews and Delphi technique.

### Results

Three major themes emerged including inappropriate performance appraisal system, inefficient instruments and

unskilled evaluators. There were significant differences between organizational commitment and job satisfaction with performance appraisal process before and after the change in appraisal process.

### Conclusions

Nurses' involvement in revising and improving the process of their performance appraisal leads to higher commitment.

### Implications for Nursing Management

Maintaining a committed nursing workforce is vital for high-quality health care. Nurse Managers can improve the process of nurses' appraisal to make more motivation among them and prevent some problems such as job dissatisfaction.

## DETAILS

<b>Subject:</b>	Enumeration; Health care; Participatory action research; Inappropriateness; Nurse managers; Workforce; Patients; Motivation; Nursing; Job satisfaction; Organizational commitment; Quality of care; Sampling; Social security; Appraisal; Nurses; Performance appraisal; Nursing administration; Critical care
<b>Business indexing term:</b>	Subject: Job satisfaction Performance appraisal
<b>Identifier / keyword:</b>	action research; job satisfaction; nurses; nursing; organizational commitment; performance appraisal
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Document 36 of 58

# Relationship among upgrades in academic qualifications, practice accreditations, self-efficacy, outcome expectations and nurses' career interest

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aims

This study examined the relationship among upgrades in academic qualifications, practice accreditations, self-efficacy, outcome expectations and nurses' career interest.

### Background

Interest in the nursing career could help retain nurses in the nursing profession. A global nurse shortage warrants further research to understand what drives interest in the nursing career.

### Methods

A cross-sectional design was employed. Data were collected in a medical centre in Northern Taiwan between February and March 2017, using employee records and a survey instrument. Proportionate random sampling was used to identify full-time registered nurses, of whom 524 provided useable responses. Employee records were used to measure nurses' upgrades in academic qualifications and practice accreditation.

### Results

Upgrades in academic qualifications and upgrades in practice accreditation are positively related to outcome expectations. Both self-efficacy and outcome expectations are positively related to career interest.

### Conclusion

The pursuit of upgrades in academic qualifications and practice accreditation could enhance nurses' outcome expectations, thus enhancing their interest in a nursing career.

### Implications for Nursing Management

Hospital managers could develop policies, procedures and programmes to encourage nurses to enhance their academic qualifications or practice accreditation, helping enhance their interest in remaining in the nursing career.

## DETAILS

<b>Subject:</b>	Nursing; Efficacy; Accreditation; Random sampling; Nurses; Nursing administration; Qualifications; Professional practice
<b>Business indexing term:</b>	Subject: Qualifications
<b>Identifier / keyword:</b>	career interest; education; nurse; outcome expectation; self-efficacy
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Document 37 of 58

# Occupational strain and job satisfaction: The job demand–resource moderation–mediation model in haemodialysis units

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[ProQuest document link](#)



## ABSTRACT (ENGLISH)

### Aim

To examine whether job resources moderate the relationship between job demands and occupational strain, and whether occupational strain mediates the relationship between job demands and job satisfaction.

### Background

The job demand–resource model suggests that job demands and job resources are related to occupational strain, and occupational strain is associated with job satisfaction.

### Methods

In 2018, a cross-sectional study was conducted with a convenience sample of 85 nurses from six haemodialysis units. Linear regression with moderation–mediation analysis was conducted using SPSS software.

### Results

Under low workload levels, no association between autonomy and occupational strain existed, but under high workload levels, a negative relationship was found between autonomy and occupational strain. Under low workload levels, a negative relationship was found between social support and occupational strain, but under high workload levels, a positive relationship was found. Finally, there was no association between occupational strain and job satisfaction.

### Conclusion

Job resources are moderators of the relationship between job demands and occupational strain. However, there was no significant association between occupational strain and job satisfaction.

### Implications for Nursing Management

Nurse leaders should strengthen nurses' autonomy, which can reduce occupational strain. Additionally, sources of support are needed to help nurses cope with the workload and occupational strain.

## DETAILS

<b>Subject:</b>	Hemodialysis; Social support; Job characteristics; Moderators; Associations; Nurses; Job satisfaction; Moderation; Dialysis; Autonomy; Nursing administration; Workloads
<b>Business indexing term:</b>	Subject: Job satisfaction Workloads
<b>Identifier / keyword:</b>	haemodialysis; job demand–resource model; job satisfaction; moderation–mediation; occupational strain
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Document 38 of 58

# Nurse managers' perceptions of nurse staffing and nursing care quality: A cross-sectional study

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## ABSTRACT (ENGLISH)

### Aim

To verify the association between the nurse staffing and the quality of nursing care, mediated by the care process, based on a hypothetical model, in Portuguese public hospitals.

### Background

Nurse staffing influences health outcomes. Understaffing is associated with an increased risk for adverse events (AEs) and a reduction in the quality of care.

### Method

A cross-sectional study was conducted using a sample of 55 Portuguese nurse managers. A path model was developed to analyse potential causal mediation effects on care quality.

### Results

Nurse staffing (number and competencies) and teamwork indirectly influence the quality of care. This process is mediated by the response capacity, the use of new techniques and work methods and patient's surveillance capacity. The AEs occurrence also has a mediating role, being negatively associated with the quality of care.

### Conclusions

Optimizing nursing care safety and quality requires an adequate nurse staffing level, both in terms of number and competencies, as well as teamwork. Process components seem to play a mediating role in these relations.

### Implications for Nursing Management

These results deserve the attention of nursing management for investment in the nursing staff and in the care process, to improve quality and create value in health care.

## DETAILS

**Subject:** Risk reduction; Hospitals; Clinical outcomes; Nurse managers; Nursing care; Management development programmes; Health status; Surveillance; Critical incidents; Nursing; Quality of care; Competence; Staffing; Quality; Nursing administration; Workforce planning; Teamwork

**Business indexing term:** Subject: Workforce planning

**Identifier / keyword:** cross-sectional studies; hospital; nursing care; nursing staff; patient safety; quality of health care

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Document 39 of 58

# Development and initial validation of a theory of planned behaviour questionnaire to assess the nursing students' Intention to be self-employed

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Background

Self-employment represents a new work opportunity for new nursing graduates; however, little is known about nursing students' Intention to meet this new demand from the labour market.

### Aims

To develop a theory-driven questionnaire to assess students' Intentions for self-employment and psychometrically test this scale.

### Method

A cross-sectional study was conducted investigating 344 nursing students in their final year in an Italian university. The content, face, construct, convergent and discriminant validity, and reliability were evaluated. We also tested the theory of planned behaviour.

### Results

The Planned Self-Employment Scale demonstrated satisfactory validity and good reliability. A moderate Intention to be self-employed emerged among nurses ( $3.6 \pm 1.5$  out of 7). This level of Intention was predicted by the Attitudes and Perceived Behaviour Control dimensions.

### Conclusion

The Planned Self-Employment Scale exhibited good validity and reliability and can thus be used with nursing students.

### Implications for Nursing Management

Educators need to design a curriculum to improve students' decision-making and autonomy. At the central level, there is a need to produce guidelines that offer guidance to both nurses and patients, as well as the system as a whole with regard to this new form of nursing service.

## DETAILS

<b>Subject:</b>	Students; Validity; Nursing education; College students; Perceived control; Discriminant validity; Questionnaires; Nursing; Reliability; Health care industry; Curricula; Employment; Labor market; Autonomy; Nursing administration; Theory of planned behavior
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<b>Identifier / keyword:</b>	education; Italy; nursing; self-employed; student; theory of planned behaviour
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Document 40 of 58

# A university/healthcare institution mentorship programme: Improving transition to practice for students

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

This study describes the impact of a university-based mentorship programme that is designed to prepare nursing students for the transition to practice during their last year of classes.

### Background

Research shows that mentorship is an effective strategy for facilitating the transition to clinical practice. However, there is a lack of programmes that provide mentorship prior to the students' graduation from nursing school.

### Methods

A mixed qualitative and quantitative approach was chosen to describe nursing students' perceptions. Mentees and mentors were invited to complete a survey or participate in an interview (September–November 2018).

### Results

Nine participants were interviewed and 22 completed the survey. Four themes were found. Students were as follows: *Feeling unsure and looking for answers from clinicians* and wanted to *Learn about practical real-life situations*. Their experiences allowed them to *Normalize the entry to practice* and *become more prepared and capable to address pragmatic issues*.

### Conclusions

By bridging the academic and clinical environments, this mentorship programme helped mentees address their concerns and facilitated an easier transition to the workplace after graduation.

### Implications for Nursing Management

Nurse managers can advocate for mentorship programmes by partnering with educational institutions. This support can also be continued as new graduates transition into their careers.

## DETAILS

**Subject:** Workplaces; Students; Health care; Nursing education; Nursing; Mentoring; Polls & surveys; Nurse managers; College students; Nursing administration; Professional practice; Clinical medicine

**Identifier / keyword:** graduating nursing student; mentorship; transition

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# Factors associated with the general well-being of nurses in a tertiary Chinese hospital: A cross-sectional study

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Background

Good general well-being of nurses is associated with reduced burnout and improved patient safety. However, few studies explored the factors of nurses' general well-being.

### Aim

The study aimed to assess general well-being and its predictors among hospital nurses.

### Methods

The study recruited 573 nurses working in a tertiary Chinese hospital to complete a survey of sociodemographic characteristics, DiSC<sup>®</sup> personality profile, Self-Rating Anxiety Scale and general well-being. Multivariate linear regression was conducted to assess factors affecting nurses' general well-being.

### Results

Marital status and clinical rank had a positive impact on general well-being, especially when nurses were married or in the stage of assistant nursing manager. Conversely, source of stress, DiSC<sup>®</sup> profile and SAS score had a negative effect on general well-being, especially when nurses' stress came from colleagues, nurses were characterized by steadiness and conscientiousness, and nurses had extreme anxiety.

### Conclusion

Marital status, clinical rank, source of stress, DiSC<sup>®</sup> profile and SAS score were main factors affecting hospital nurses' general well-being.

### Implications for Nursing Management

By giving careful attention to nurses' family life, career development, personality characteristics and applying appropriate interventions, nursing managers can improve general well-being of nurses and promote patient care.

## DETAILS

**Subject:** Anxiety; Marital status; Families & family life; Personality development; Patients; Occupational stress; Burnout; Conscientiousness; Nursing; Sociodemographics; Career development; Nurses; Nursing administration

**Identifier / keyword:** anxiety; general well-being; nurses; personality

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# Exploring job satisfaction and workplace engagement in millennial nurses

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To examine job satisfaction and workplace engagement of millennial nurses.

### Background

Millennial nurses are a rapidly growing segment of the workforce. They are significantly less satisfied in their jobs compared with nurses of other generations and are more likely to have perceptions that may negatively impact job satisfaction and engagement. It is important for nurse leaders to understand and value the perspective of these nurses to improve job satisfaction and engagement.

### Method

Exploratory-descriptive qualitative approach with 33 millennial nurses interviewed in nine focus groups.

### Results

Five themes revealed areas that both enhance and hinder job satisfaction and engagement. Themes include the following: (1) professional relationships; (2) rewards; (3) communication; (4) professional development; and (5) workload/staffing.

### Conclusion

Concerns identified by millennial nurses provide direction for nurse leaders who are charged with fostering a workplace setting that nurtures empathy and respect for nurses of all generations.

### Implications for Nursing Management

Strategies to address preferences of millennials include employee rounding to ask about their needs, offer assistance and provide positive feedback. Ongoing mentoring regarding opportunities to support millennials' professional development includes offering participation in activities to advance evidence-based practice, preceptor training, financial assistance with national certification examinations and tuition reimbursement.

## DETAILS

**Subject:** Feedback; Certification; Workforce; Millennials; Workplaces; Nurses; Job satisfaction; Empathy; Staffing; Professional development; Nursing administration; Qualitative research; Professional relationships

**Business indexing term:** Subject: Job satisfaction Professional development Professional relationships

**Identifier / keyword:** age factors; engagement; job satisfaction; millennial nurses; qualitative research; retention

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# Exploration of the relationship between stigma and burnout among Greek nurses in dementia care

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Objective

To investigate possible correlations between stigma and burnout of nurses and non-graduate professional caregivers of elderly with dementia in nursing homes.

### Background

Research on dementia stigma in health care professionals as well as its relationship with their well-being is seriously lacking.

### Methods

This cross-sectional study involved a convenience sample of 171 nurses and other professional caregivers in 16 Greek elderly care units who responded to Maslach Burnout Inventory (MBI) as well as the Family Stigma in Alzheimer's Disease Scale (FS-ADS). In order to find adjusted associations between independent variables and the stigma and burnout of professional caregivers, multiple linear regression analysis was used.

### Results

Cognitive, emotional and behavioural attributions of the three dimensions of stigma were found to be independent predictive factors of burnout's dimensions which indicate that stigma nurses deposit on patients, contributes towards their burnout.

### Conclusion

Educational preparation of geriatric nurses should provide them with the option of seeing dementia as a normal stage of life since reducing stigma can contribute towards preventing and managing professional burnout.

### Implications for Nursing Management

In order to reduce burnout, nurse managers should design lifelong learning programs on the basis of changing the stigmatizing negative cognitive and emotional attitudes of professionals towards dementia.

## DETAILS

**Subject:** Health care; Learning; Nursing homes; Nurse managers; Cognitive-Behavioural factors; Dementia; Burnout; Stigma; Older people; Geriatrics; Caregivers; Regression analysis; Medical personnel; Nurses; Alzheimers disease; Nursing administration; Cognition; Elder care; Attribution

**Business indexing term:** Subject: Burnout

**Identifier / keyword:** attitudes; burnout; dementia; nursing; stigma

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# Supporting staff as change leaders in consumer engagement in aged care: Learnings from action research

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

The aim of this paper is to explore the process of staff leading change in consumer engagement practice in aged care.

### Background

Shifting expectations make engagement practice increasingly complex for service providers. This requires adaptive change within organisations. Organisations need to empower and support staff to critically assess practice, identify issues and pursue opportunities for innovation.

### Method

Data were collected as part of an action research project addressing client engagement practice in Australian aged care. Staff worked together to identify issues for practice, generate solutions and create change within their organisations.

### Results

Staff identified innovative ways of generating change, demonstrating leadership. However, a range of technical, practical, systemic and philosophical factors impacted their progress.

### Conclusions

Staff are effective, proactive change agents who can provide valuable insights into directions for their organisations and can lead practice improvement in engagement. However, they require support through the organisational environment.

### Implications for Nursing Management

Staff in all roles can demonstrate adaptive leadership in changing engagement practice. However, those in traditional roles of authority need to recognize their own roles in showing leadership and supporting adaptive change. This provides a new insight into how managers can support practice change in consumer engagement.

## DETAILS

**Subject:** Leadership; Change agents; Innovations; Action research; Elder care; Nursing administration

**Identifier / keyword:** action research; adaptive leadership; aged care; change process; engagement; participation

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# Predicting workplace loneliness in the nursing profession

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

This study examined a model investigating how social interaction variables (leader–member exchange (interactions between managers and nurses), trust, and communication frequency) and work meaningfulness influence nurses' experiences of workplace loneliness.

### Background

As workplace loneliness can result in lower job satisfaction and a decrease in workers' health, understanding the contributing factors to loneliness at work is important.

### Method

In this cross-sectional study, Turkish nurses ( $N = 864$ ) completed self-report scales measuring social exchange between leaders and members, trust in leaders, communication frequency, work meaningfulness, and loneliness. To avoid fatigue and method variance influence, scales were completed over two testing times (separated by a month).

### Results

Workplace loneliness was associated with less social interaction with leaders (lower leader–member exchange and frequency of communication), less trust in leaders, and lower reports of meaningful work.

### Conclusion

The results suggest that workplace loneliness can be reduced when managers exchange more information and communicate more frequently with their nurses. Workplace loneliness is also reduced when nurses trust their leaders and find their work meaningful.

### Implications for Nursing Management

Managers supervising nurses need to be aware that workplace loneliness occurs and that their interactions and relationships with the nurses will have an impact on experienced workplace loneliness.

## DETAILS

**Subject:** Fatigue; Social interaction; Nurse managers; Managers; Communication; Work; Workplaces; Nursing; Loneliness; Job satisfaction; Nurses; Nursing administration; Social exchange theory

**Identifier / keyword:** communication frequency; LMSX; nurses; trust in leader; Turkey; work meaningfulness; workplace loneliness

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# A WeChat-based “Three Good Things” positive psychotherapy for the improvement of job performance and self-efficacy in nurses with burnout symptoms: A randomized controlled trial

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To evaluate the effects of a WeChat-based “Three Good Things” on job performance and self-efficacy of clinical nurses with burnout symptoms.

### Background

Few studies have valued the impact of nurses' personal strengths and positive work environment on job performance, particularly in developing countries.

### Methods

A randomized controlled trial. The intervention group ( $n = 33$ ) participated in WeChat-based Three Good Things, while the control group ( $n = 40$ ) did not. Data were collected prior to and immediately after the intervention. WeChat, a popular social software, provides several communicating and recording functions.

### Results

The main intervention effects and interactions between time and intervention on job performance and self-efficacy were significant (each  $p < .05$ ). The main time effects on self-efficacy were also significant ( $p < .05$ ). The post-intervention scores for job performance and self-efficacy between the two groups were statistically different (each  $p < .05$ ). The scores for job performance and self-efficacy of the intervention group were statistically different before and after the intervention (each  $p < .05$ ).

### Conclusion

Three Good Things could significantly improve job performance and self-efficacy of nurses with burnout.

### Implications for Nursing Management

Nurse managers are recommended to include Three Good Things into their management systems to improve nurses' physical and mental health and work outcomes over the long term.

## DETAILS

<b>Subject:</b>	Symptoms; Intervention; Nurse managers; Developing countries--LDCs; Work environment; Psychotherapy; Psychiatric nurses; Burnout; Clinical trials; Health status; Efficacy; Recording; Job performance; Clinical nursing; Nurses; Mental health; Nursing administration
<b>Business indexing term:</b>	Subject: Burnout
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<b>Identifier / keyword:</b>	job performance; nursing; positive psychology; randomized controlled trial; self-efficacy
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Document 47 of 58

# Differences in determinants of intention to stay and retention between younger and older nursing assistants in long-term care facilities: A longitudinal perspective

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Aims

This study examines differences in the determinants of intention to stay (Time 1) and actual retention behaviour at follow-up (Time 2) between younger and older nursing assistants in long-term care facilities.

### Background

The shortage of nursing assistants in long-term care is increasing, and the nursing assistant workforce is also ageing.

### Methods

Data were obtained from a stratified equal probability sample of 595 nursing assistants from 137 institutions over a two-year period in Taiwan. Multilevel modelling was utilized for analyses.

### Results

High organisational support and low burnout were associated with high intention to stay at Time 1 for both older and younger nursing assistants. However, the retention of older nursing assistants at Time 2 was more strongly influenced by high work latitude, the use of an optimization strategy and less burnout at Time 1, while the retention of younger nursing assistants at Time 2 was more likely to be affected by personal factors such as gender and marital status at Time 1.

### Conclusion

Organisational factors, the use of selection, optimization, compensation strategies, and burnout were more strongly associated with retention of older nursing assistants than of younger nursing assistants.

### Implications for Nursing Management

Nursing assistant managers should recognize the needs of nursing assistants vary by age and stage of life. Retention programs that are designed to account for age differences will be more effective at retaining nursing assistants.

## DETAILS

<b>Subject:</b>	Aging; Retention; Workforce; Marital status; Burnout; Modelling; Assistants; Compensation; Retirement communities; Optimization; Nursing; Age differences; Nursing administration
<b>Identifier / keyword:</b>	burnout; longitudinal study; nursing assistant; retention
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<b>Volume:</b>	28
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Document 48 of 58

# The relationship between nurses' work-related variables, colleague solidarity and job motivation

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aims

The study was conducted to evaluate the effects of nurses' work-related variables and colleague solidarity on their job motivation.

### Background

The motivation of nurses is an important measure in effective and efficient provision of health care services.

### Methods

The sample of this descriptive study included 172 nurses working at a private hospital in Turkey. The Colleague Solidarity Scale for Nurses, Nurses' Job Motivation Scale, and Demographic and Work-Related Variables Questionnaire were used for data collection. Data were analysed using descriptive statistics, Pearson's correlation and backward multiple regression analysis.

### Results

There was a positive correlation between the scores on the Colleague Solidarity Scale for Nurses and the Nurses' Job Motivation Scale ( $r = .56, p < .001$ ). Of the nine independent variables evaluated in the multiple regression analysis, five had a significant effect on the job motivation of nurses ( $R^2 = .39, p < .001, \text{Durbin-Watson} = 2.12$ ).

## Conclusion

The results of the study show that the three sub-dimensions of the Colleague Solidarity Scale for Nurses, salary and career opportunities were important factors affecting job motivation.

## Implications for Nursing Management

In order to increase nurses' job motivation, nurse managers should work to improve collegial solidarity, create career opportunities and develop salary policies.

## DETAILS

<b>Subject:</b>	Career opportunities; Regression analysis; Nurses; Health care; Social cohesion; Nurse managers; Motivation; Colleagues; Nursing administration; Variables
<b>Identifier / keyword:</b>	colleague solidarity; job motivation; nurses; retention; teamwork
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Document 49 of 58

# Child and family health nursing: A workforce profile

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Aims and objectives

To develop a profile of registered nurses working in Child and Family Health services across the Northern Sydney Local Health District to inform workforce strategic planning.

### Background

Child and family health nurses (CFHNs) are registered nurses holding recognized qualifications in child and family health. To date, information regarding Child and family health nurses has been very limited.

### Methods

The survey was conducted using a self-administrated online questionnaire between March–June 2017.

### Results

Just over 75% of the respondents were aged over 50 years. Job satisfaction and feeling valued are enablers for remaining in current positions and not feeling valued can contribute to leaving employment. Nearly, one-third of respondents are currently a carer.

### Conclusion

This study provides an insight into the demographics of Child and family health nurses in Northern Sydney Local Health District, including roles as carers. It also examines factors influencing Child and family health nurses to remain or leave current positions.

## Implication for Nursing Management

This survey has drawn attention to the need for managers to urgently develop strategies, for example succession planning, to ensure that shortages of these experienced Child and family health nurses do not occur. The inability to staff Child and Family Health could potentially impact on the ability to provide services and meet key performance indicators.

## DETAILS

<b>Subject:</b>	Strategic planning; Succession planning; Workforce; General practice; Succession; Shortages; Caregivers; Nursing; Performance indicators; Job satisfaction; Polls & surveys; Employment; Holding; Nurses; Health services; Children; Nursing administration
<b>Identifier / keyword:</b>	child; family; health; nurses; workforce
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Document 50 of 58

# The indicators of human capital for hospital-based nursing workforce in Taiwan

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To develop a hospital-based nursing human capital model for Taiwan.

### Background

Effective nursing management only becomes possible when nurse managers are able to manage and maintain the right equilibrium among human capital components.

### Method

We developed an analytic hierarchy process (AHP) model with 8 dimensions and 31 indicators based on extensive literature review and experts' perceptual assessment. We used expert and purposive sampling and invited 82 nursing professionals to rate the importance of these dimensions and indicators. The AHP process was performed to identify the weightage and prioritize the dimensions and indicators of the nursing human capital.

### Results

Our analysis showed that, for nursing human capital, health was the most important factor (weight: 34.8%), followed by employee protection (20.4%), work attitude (13.7%), employee stability (10.8%), general nursing training (6.3%), competencies (5.8%), advanced nursing training (4.3%) and clinical nursing experience (3.9%).

## Conclusion and Implication for Nursing Management

The model would be most useful for nurse administrators in long-range strategic management. Specifically, the model can be used as a reference to form a rating system to analyse nursing human capital. Health promotion programs and employee protection measures targeting nurses could improve nursing human capital in hospitals.

## DETAILS

<b>Subject:</b>	Employee attitude; Human capital; Hospitals; Experts; Nurse managers; Clinical training; Workforce; Health promotion; Strategic management; Sampling; Nursing; Literature reviews; Clinical nursing; Nursing administration
<b>Business indexing term:</b>	Subject: Strategic management Human capital
<b>Location:</b>	Taiwan
<b>Identifier / keyword:</b>	analytic hierarchy process; human capital; nursing; nursing management; Taiwan
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Document 51 of 58

# Can social support enhance sense of coherence and perceived professional benefits among Chinese registered nurses? A mediation model

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To investigate the mediation role of social support in the relationship between a sense of coherence and the perception of professional interests among Chinese registered nurses.

### Background

Job burnout is become exceedingly common among registered nurses. Perceived professional benefits and a sense of coherence can help regulate nurses' negative emotions, reduce job burnout and turnover intention and increase nurses' subjective well-being. However, little is known about the mediating effect of social support on sense of coherence and perceived professional benefits.

### Methods

From May to August 2017, data from 765 Chinese registered nurses were collected from a 4-part questionnaire: general information, the sense of coherence scale, social support rating scale and perceived professional benefits questionnaire. The independent factors of perceived professional benefits were tested by multiple regression

analysis. Structural equation model was used to study the moderating effect of social support.

### Results

The mean perceived professional benefits score differed across professional title ( $p < .001$ ). Social support mediated 58% of the relationships between a sense of coherence and perceived professional benefits.

### Conclusion

In conclusion, our study revealed that social support partially mediates the relationship between a sense of coherence and perceived professional benefits among Chinese registered nurses. Therefore, interventions based on social support to enhance the sense of coherence and to strengthen nurses' perceived professional benefits should be developed.

### Implications for Nursing Management

Nursing managers should create more learning opportunities to improve nurses' abilities in clinical nursing and the social support of nurses through many ways, so as to enhance nurses' sense of coherence and nurses' perceived professional benefits.

## DETAILS

<b>Subject:</b>	Social support; Sense of coherence; Learning; Negative emotions; Burnout; Questionnaires; Emotions; Regression analysis; Nurse led services; Nursing; Clinical nursing; Nurses; Nursing administration
<b>Identifier / keyword:</b>	China; perceived professional benefits; registered nurses; sense of coherence; social support
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Document 52 of 58

# Psychiatric nursing managers' attitudes towards containment methods in psychiatric inpatient care

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aims

This research was conducted to examine psychiatric nursing managers' attitudes towards containment methods.

### Background

Nursing management is regarded as a key issue in the reduction of coercion and containment. However, there has been little research on managers' attitudes towards containment methods.

### Methods

This descriptive, cross-sectional study utilized a survey design. Finnish inpatient psychiatric nursing managers ( $n = 90$ ) completed the Attitudes to Containment Measures Questionnaire (ACMQ). The results were described with statistics, and the associations between attitudes and background variables were analysed using parametric tests.

### Results

Psychiatric nursing managers had the most negative attitude towards net bed and mechanical restraint, and the most positive attitudes towards as necessary medication and intermittent observation. A few associations were discovered between attitudes and background variables such as gender and number of employees.

### Conclusions

In general, Finnish psychiatric nursing managers' attitudes towards containment methods seem to be quite negative, but more research is needed.

### Implications for Nursing Management

This study provides fresh and unique data on the attitudes of psychiatric nursing managers towards containment methods. Managers' attitudes are important because of their ability to encourage investment in coercion reduction by nursing staff.

## DETAILS

<b>Subject:</b>	Positive thought; Psychiatric-mental health nursing; Drugs; Attitudes; Nursing; Mental disorders; Physical restraints; Coercion; Inpatient care; Intermittent; Nursing administration
<b>Identifier / keyword:</b>	attitudes; coercion; nurse managers; psychiatric hospitals; psychiatric nursing
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Document 53 of 58

# Exploring nurses' perceptions of nurse managers' communicative relationships that encourage nurses' decisions to buy-in to initiatives that enhance patients' experiences with care

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To explore nurses' perceptions of nurse managers' (NMs') communicative relationships that encourage nurses' decisions to buy-in to organisational initiatives to enhance patients' experiences with care (PEC).

### Background

The role of the nurse to patient experience is well established, yet little is known about how the communicative

relationship between manager and nurse relates to nurse buy-in to PEC initiatives.

### Method

An exploratory qualitative descriptive study was conducted with 15 nurses from two inpatient medical-surgical units in a large acute care hospital using semi-structured interviews.

### Results

Three themes were identified. The communicative relationship was developed and strengthened through the manager's: (a) multimodal approach to communicating and influencing, (b) engaging and supporting staff and (c) promoting staff-led decision-making.

### Conclusions

Nurses in our study who reported having a strong communicative relationship with their NM perceived that this relationship encouraged their buy-in and engagement in PEC initiatives.

### Implications for Nursing Management

An assessment of the communication between the frontline NM and his or her team is important for understanding why initiatives to support PEC are or are not yielding desired results.

## DETAILS

<b>Subject:</b>	Nurses; Teams; Nurse managers; Acute services; Patients; Inpatient care; Perceptions; Nursing administration; Nurse patient relationships
<b>Identifier / keyword:</b>	buy-in; communication; communicative relationship; experiences with care; patients
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Document 54 of 58

# Recommendations to prevent nursing errors: Content analysis of semi-structured interviews with intensive care unit nurses in a developing country

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

To elicit intensive care unit (ICU) nurses' recommendations to prevent nursing errors.

### Background

Errors are usually induced by faulty systems, and managers play a key role in building a safe health care system.

### Method

A qualitative research design was used. Semi-structured interviews with 112 Egyptian ICU nurses were conducted, and responses were analysed using qualitative content analysis.

### Results

Responses from 108 nurses were analysed. Six themes of recommendations were identified: improvement and better organisation of resources, policy modification, education and training, likeness minimization, use of technology and work environment changes.

### Conclusion

Nurses' recommendations reflect the poor-resource context in developing countries. Several recommendations, however, are relatively cheap to implement strategies.

### Implications for Nursing Management

All reported recommendations are organisational issues. Improvement and better organisation of human and non-human resources is a priority issue to prevent or minimize nursing errors. Policy modification, education and training, and likeness minimization are relatively cheap, easy-to-implement strategies to tackle the occurrence of nursing errors in developing countries. Staff nurses should be actively involved in policy reform. Patient safety education should be supported by adopting modern technology and work environment reform.

## DETAILS

<b>Subject:</b>	Qualitative research; Professional training; Interviews; Human resources; Developing countries--LDCs; Work environment; Content analysis; Health education; Staff nurses; Nursing; Technology; Intensive care; Minimization; Nurses; Medical education; Nursing administration
<b>Business indexing term:</b>	Subject: Work environment Developing countries--LDCs
<b>Identifier / keyword:</b>	content analysis; Egypt; health care errors; nursing errors; patient safety
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Document 55 of 58

# Exploring the influence of workplace violence and bystander behaviour on patient safety in Korea: A pilot study

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aims

To explore the influences of clinical nurses' workplace violence and bystander behaviour on patient safety.

### Background

Bystanders' role in social violence affects the consequences of said violence; however, few studies have explored

the relationship between workplace violence and patient safety among nurses working in clinical settings.

### Methods

A cross-sectional survey design was conducted using a structured questionnaire pertaining to workplace violence, bystander behaviour, patient safety culture and nurse-assessed patient safety outcomes. The questionnaire was administered to 185 bedside nurses at a university hospital in a metropolitan city in Korea.

### Results

A regression model with department, patient safety culture, workplace bullying, incivility and bystander behaviour explained approximately 34.0% of patient safety. Further, defending bystander behaviour, facilitating bystander behaviour, work-related bullying and co-worker incivility influenced the patient safety.

### Conclusion

Being a facilitating bystander was a threat to patient safety, while being a defending bystander enhanced patient safety.

### Implications for nursing management

The negative consequences of workplace violence on patient safety may be mitigated by colleagues' reaction to violence; therefore, nursing policymakers should emphasize the role of positive bystanders as an organisational strategy against workplace violence.

## DETAILS

<b>Subject:</b>	Culture; Patient safety; Workplace violence; Questionnaires; Safety behaviour; Workplaces; Violence; Policy making; Bullying; Clinical nursing; Nurses; Bystanders; Nursing administration
<b>Business indexing term:</b>	Subject: Workplace violence
<b>Identifier / keyword:</b>	bullying; bystander effect; incivility; patient safety; workplace
<b>Publication title:</b>	Journal of Nursing Management; Oxford
<b>Volume:</b>	28
<b>Issue:</b>	3
<b>Pages:</b>	735-743
<b>Publication year:</b>	2020
<b>Publication date:</b>	Apr 2020
<b>Section:</b>	ORIGINAL ARTICLES
<b>Publisher:</b>	Hindawi Limited
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<b>Country of publication:</b>	United Kingdom, Oxford
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Document 56 of 58

# Moving from practice to praxis: A qualitative descriptive study revealing the value of Project7 Mindfulness Pledge <sup>©</sup>

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Aim

To examine the experiences of nurses and nursing assistants who participated in a mindfulness project.

### Background



Increased demands and fewer resources have become the norm in most health care settings. As a result, health care professionals face exceptional stress in their work environments and are vulnerable to burnout and compassion fatigue. Even more distressing, many new nurses are leaving their jobs within the first two years.

### Methods

Qualitative interviews were conducted with nine participants to discover their experience with the project.

### Results

The major theme, a process of *moving from practice to praxis*, is brought forth through in-depth descriptive analysis of nine individual interviews. The process occurred through three themes: fostering self-awareness and compassion; fostering other-awareness and compassion; and compelling transformation in the unit culture.

### Conclusions

This study develops an evidence base for incorporating and building mindfulness into health care environments at a time when there is a tremendous need for highly functioning practitioners.

### Implications for Nursing Management

Nurse leaders are encouraged to examine how they can support their staff in moving from practice to praxis as a part of improving professional well-being, retention, quality and safety in health care.

## DETAILS

<b>Subject:</b>	Mindfulness; Health care; Medical personnel; Nursing; Fatigue; Transformation; Sympathy; Interviews; Consciousness; Occupational stress; Burnout; Nursing administration; Qualitative research
<b>Identifier / keyword:</b>	caring; cultural transformation; gratitude; mindfulness; praxis; self-compassion
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Document URL:	<a href="https://www.proquest.com/scholarly-journals/moving-practice-praxis-qualitative-descriptive/docview/2396105641/se-2?accountid=211160">https://www.proquest.com/scholarly-journals/moving-practice-praxis-qualitative-descriptive/docview/2396105641/se-2?accountid=211160</a>
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Document 57 of 58

# The Ethical Leadership Scale (ELS): Italian adaptation and exploration of the nomological network in a health care setting

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[ProQuest document link](#)

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## ABSTRACT (ENGLISH)

### Aim

To validate the Ethical Leadership Scale by Brown, Treviño and Harrison (2005) in Italian language, and assess, in health care setting, whether ethical leadership is related to leader–member exchange and also job satisfaction, work engagement, cynicism and organisational service climate.

### Background

Ethics is a key component in health care professions, and leaders have to encourage ethical behaviour.

Unfortunately, no instrument is currently validated in Italy and the associations between this construct and the proposed measures have been understudied.

### Methods

A cross-sectional study was conducted in a large organisation offering health care services. All employees were invited to fill an online survey. The answers of 637 respondents, working in 48 centres for elderly and disabled people, were examined with exploratory and confirmatory factor analyses and aggregated at the centre level to test the association among the examined measures.

### Results

The 10 items on the ethical leadership scale load on a single factor, negatively related to cynicism and positively related to the other examined variables.

### Conclusion

The proposed scale is a reliable tool to assess the ethical leadership of Italian health care managers and nurse leaders.

### Implications for Nursing Management

The scale allows to assess and monitor ethical leadership in health care workplaces. Supporting ethical leadership may stimulate employees' work attitudes and promote organisational service climate.

## DETAILS

<b>Subject:</b>	Employee attitude; Disabled people; Health care; Italian language; Medical ethics; Workplaces; Confirmatory factor analysis; Older people; Ethical conduct; Cynicism; Job satisfaction; Ethics; Leadership; Nursing administration; Health care management
<b>Identifier / keyword:</b>	burnout; ethical leadership; scale validation; service climate; work engagement
<b>Publication title:</b>	Journal of Nursing Management; Oxford
<b>Volume:</b>	28
<b>Issue:</b>	3
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Document 58 of 58

# Nurses' mental health and patient safety: An extension of the Job Demands–Resources model

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[ProQuest document link](#)

## ABSTRACT (ENGLISH)

### Aim

We employed the job demands–resources model to examine the impacts of job demands and resources on Chinese nurses' mental health and patient safety.

### Background

Employee mental health and patient safety represent important organisational goals in most hospitals. However, their relationships to insomnia, professional resources and job crafting, as related to the job demands–resources model among nurses, remain unclear.

## Methods

A convenience sample of 2095 registered hospital nurses was recruited from 25 provinces of mainland China from June 2019 to July 2019. Data were collected using self-reported questionnaires that included the following instruments: the Chinese version of the Athens Insomnia Scale, the Practice Environment Scale of the Nursing Work Index, the Job Crafting Scale, the Emotional Exhaustion Scale, the Utrecht Work Engagement Scale, the General Health Questionnaire and the Safety Attitudes Questionnaire.

## Results

The final model confirmed our hypotheses: burnout mediated the relationship between actual job demands and mental health; work engagement mediated the relationship between perceived job resources and attitudes with regard to patient safety; and job crafting enhanced work engagement and practice environment.

## Conclusion

The job demands–resources model was extended based on the nurses' job characteristics and mental health, as well as patient safety.

## Implications for Nursing Management

These findings may contribute to nursing management strategies that encourage employees to prevent burnout, promote work engagement and job crafting, and in turn promote nurses' mental health and patient safety.

## DETAILS

<b>Subject:</b>	Provinces; Insomnia; Job characteristics; Patient safety; Hospitals; Fatigue; Attitudes; Work environment; Psychiatric nurses; Burnout; Questionnaires; Nursing; Mental health; Nurses; Nursing administration; Chinese languages; Professional practice
<b>Identifier / keyword:</b>	job crafting; job demands–resources; mental health; nurses; patient safety
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<b>Pages:</b>	653-663
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## Bibliography

Citation style: APA 6th - Annotated with Abstracts - American Psychological Association, 6th Edition

Amy-Louise Byrne, Hegney, D., Harvey, C., Baldwin, A., Willis, E., Heard, D., . . . Ferguson, B. (2020). Exploring the nurse navigator role: A thematic analysis. *Journal of Nursing Management*, 28(4), 814-821.  
doi:<https://doi.org/10.1111/jonm.12997>

**Background**Patients with complex chronic conditions experience fragmentation of care, unnecessary hospitalization and reduced quality of life, with an increased incidence of poor health outcomes.  
**Aim(s)**The aim of this paper was to explore how nurse navigators manage client care. This was achieved through an examination of narratives provided by the nurse navigator that evaluated their scope of practice.  
**Method(s)**All nurse navigators employed by Queensland Health were invited to participate in a study evaluating the effectiveness of the service. Eighty-four self-reported vignettes were thematically analysed to understand the work from the nurses' perspectives.  
**Results**Two themes emerged from the vignettes. Theme 1, the layers of complexity, is comprised of three sub-themes: the complex patient, the complex system and patient outcomes. Theme 2, professional attributes, has two sub-themes: person-centred care and clinical excellence.  
**Conclusion**Navigators innovatively integrate services and address the fragmented nature of the health system. They apply expert clinical and social skills, through consistent and robust communication, to meet the needs of those with multiple chronic conditions.  
**Implications for nursing management**Results provide insight into the new role, illuminating the work they achieve, despite system complexities.

Schirle, L., & Dietrich, M. S. (2020). Advanced practice registered nurses' work environment perceptions in hospitals: A cross-sectional survey. *Journal of Nursing Management*, 28(4), 919-926.  
doi:<https://doi.org/10.1111/jonm.13020>

**Aim**To examine work environment differences between hospital certified nurse practitioners (CNPs) and certified registered nurse anaesthetists (CRNAs).  
**Background**Nurse work environments impact patient and nurse outcomes. How differing advanced practice nurse (APRN) roles influence work environments is unknown.  
**Methods**Multi-level cross-sectional survey design. APRNs (n = 490) completed the APRN Organizational Climate Questionnaire and Psychological Ownership Questionnaire. Nurse executives (N = 24) reported on Scope of Practice and Institutional Voice. Descriptive, t test, chi-square and linear and mixed-effects regression statistical analyses were employed.  
**Results**CNPs reported better organisational climate and job ownership than CRNAs. The largest effects involved relationships with physicians, control over practice and independent practice. Among CNPs, a significant positive relationship was observed between relations with physicians and work engagement. In CRNAs, a similar positive relationship between physician relations and work engagement was only observed for those working in higher scope of practice settings, not for those working in more restrictive settings.  
**Conclusions**Significant differences exist in the perceived work environments between CNPs and CRNAs that may be related to differences in job design and historical relations with physician colleagues.  
**Implications for Nursing Management**Efforts to improve APRN work environments in hospital settings should consider differing CRNA and CNP perspectives.

Li-Chuan Hung, Jen-Yu Yang, Mei-Chun Chen, Hsiu-Lan Chang, Chiou-Yun Ku, & Ting-Wei Hou. (2020). Design and evaluation of the bed-cleaning mobile application. *Journal of Nursing Management*, 28(4), 771-776.  
doi:<https://doi.org/10.1111/jonm.12900>

**Aim**To develop a mobile application (App) that enhances bed-cleaning management.  
**Background**Bed cleaning affects clinical work in hospitals. The nursing department needed an App to enhance bed-cleaning management, especially one on the status of all beds to be cleaned.  
**Methods**Bed-Cleaning App (BedCApp) was developed. Then, a survey was administered to 50 BedCApp users.  
**Results**BedCApp helped the administrative staff and nurse managers in adjusting their workload effectively. A complete presentation of beds to be cleaned and reminders were found to be the most satisfactory features. The average time from receiving the notice to completing bed cleaning was shortened by 25.5 min. The user satisfaction survey comprised 50 valid questionnaires, with a satisfaction rate of 3.6/5.  
**Conclusion**BedCApp provides the actual workload status; therefore, the administrative staff and nurse managers can optimize the workload during rush hours. The software is user-oriented, with good user

acceptance. Implications for Nursing Management Proactive workload management would improve outcomes during rush hours and avoid interference in clinical care. The user interfaces for the elderly staff has special design—simple to use, larger font size than that in the interface for non-elderly staff and workflow reminders.

Wood, E., King, R., Robertson, S., Allmark, P., Senek, M., Tod, A., & Ryan, T. (2020). Advanced practice nurses' experiences and well-being: Baseline demographics from a cohort study. *Journal of Nursing Management*, 28(4), 959-967. doi:<https://doi.org/10.1111/jonm.13030>

**Aims**To create a cohort of advanced practice nurses from across the UK and to report the initial questionnaire including demographics, work experiences and well-being. **Background**In the UK, advanced nursing practice is not regulated. This has led to the concern that advanced nurses are working in very different ways with different levels of autonomy and support. **Methods**Participants were recruited via university and Royal College of Nursing mailing lists, and social media adverts. They completed the initial questionnaire about their background and workplace, work experiences, credentialing and well-being. **Results**A total of 143 nurses were recruited to the cohort and 86 completed the survey. Over 40 job titles were reported, across five pay bands. Job title was not correlated with pay band ( $p = .988$ ). Participant well-being was not significantly different from the UK general population, but they reported high rates of work-related stress (44.2%) compared with the National Health Service national average (37.9%). **Conclusion**There is a wide disparity in pay, which is not reflected in title or setting. The high levels of work-related stress require further exploration. **Implications for nursing management**The range of experiences reported here should encourage managers to evaluate whether title, pay and support mechanisms for Advanced Practice Nurses in their organisations align with suggested national standards set by Royal Colleges and government departments.

Xu, J., Wu, J., & Yan, H. (2020). Application of inter-professional care model in patients with aneurysmal subarachnoid haemorrhage. *Journal of Nursing Management*, 28(4), 797-803. doi:<https://doi.org/10.1111/jonm.12993>

**Objective**To explore the feasibility and effect of the inter-professional care model in patients with aneurysmal subarachnoid haemorrhage. **Methods**A convenient sampling method was used to recruit inpatients of a hospital as subjects from July 2016 to July 2018. According to the even/odd attribute of admission number, subjects were divided into a control group and an observation group. The number of recruited subjects was 311: the control group comprised 135 participants and the observation group 176. The average length of hospital stay, hospital fees, quality of life, and satisfaction with the quality of nursing were compared between the two groups. SPIRIT checklist was completed (see File S1). **Results**After intervention, patients in the observation group had shorter average hospital stay ( $15.98 \pm 2.7$ ), lower hospital fees ( $81,018 \pm 1.3$ ), higher satisfaction with the quality of nursing (98.3%), lower incidence of complications (19.89%), improved ability to perform activities of daily living, and lower rate of disease outcome and re-admission, with statistically significant differences from the control group ( $p < .05$ ). **Conclusion**The application of inter-professional care model in single disease patients with aneurysmal subarachnoid haemorrhage can shorten the average hospital stay, reduce hospital fees, improve the quality of life of patients, and increase patients' satisfaction with the quality of nursing, which is worthy of clinical promotion and application. **Implications for nursing management section**Nursing managers can use this model to improve the ability to ensure coordination between medical professionals and integrate the ability of nursing problems, the ability to make rational distribution of nursing human resources, and the ability of critical thinking. It can be used as reference to improve the nursing management of all kinds of single diseases.

Frchette, J., Bitzas, V., Kilpatrick, K., Aubry, M., & Mélanie Lavoie-Tremblay. (2020). A hermeneutic–phenomenological study of paediatric intensive care unit nurses' professional identity following hospital redesign: Lessons learned for managers. *Journal of Nursing Management*, 28(4), 872-880. doi:<https://doi.org/10.1111/jonm.13012>

**Aim**To provide insights for health care managers by exploring paediatric intensive care unit nurses' lived experience of professional identity in the context of organisational change. **Background**While professional identity improves

retention of nurses and provision of quality care, outcomes of importance for managers, organisational change perturbs this identity. **Method**The study used a hermeneutic–phenomenological design. Data were collected via individual interviews, photographs, participant observation and document review. A purposive sampling strategy was used to recruit paediatric intensive care unit nurses (n = 15) in a large Canadian paediatric hospital. **Results**Nurses' critical care identity eroded in this organisation due to the interplay between hospital redesign and new eligibility criteria for patient admissions. **Conclusion**Interactions between multiple projects and the unit context, as well as nursing professional identity, need to be considered early on during project planning. This study fills an important gap in research concerning the management challenges brought about by the intersection of multiple changes. **Implications for Nursing Management**The results from this study bring to light three important lessons for nurse managers: 1) the specific unit context should be evaluated before a project is initiated; 2) the physical environment needs to be considered when determining staffing requirements; and 3) identity transitions need to be managed.

Li, L., Hou, Y., Kang, F., Li, S., & Zhao, J. (2020). General phenomenon and communication experience of physician and nurse in night shift communication: A qualitative study. *Journal of Nursing Management*, 28(4), 903-911. doi:<https://doi.org/10.1111/jonm.13018>

**Aim**This paper explored the general phenomenon and psychological experience of the special background communication in night shift medical staff and provides better reference for night shift communication between doctors and nurses. **Background**Physician–nurse communication has always been an important agenda for health care work and an important concept in nursing theory. During night shifts, effective doctor and nurse communication can enhance mutual trust, provide timely and appropriate medical services to patients, reduce adverse events and enhance patient safety. **Design**A qualitative study was conducted. **Methods**Husserl's descriptive phenomenology method and semi-structured in-depth interviews were used to collect data from 8 nurses and 5 doctors. Colaizzi's method was used to analyse data using MAXQDA 12. The Consolidated Criteria for Reporting Qualitative Research (COREQ) checklist was followed (see Appendix S1). **Results**Three themes were extracted after sorting out and refining: the need to achieve goals in night-time physician–nurse communication; obstacles in night-time physician–nurse communication; and relationship culture in night-time physician–nurse communication. **Conclusion**Attention should be paid to the particularity of night shift and efficiency of achieving the goal of communication between doctors and nurses on night shift, and the hidden obstacles behind communication between doctors and nurses. Managers should pay attention to the cultural construction of night shift communication in the system, form a good night shift communication process and regularly train doctors' and nurses' related communication skills. And they should also study relationship culture rationally to improve the communication efficiency of night shift. **Implications for nursing management**The experiences described in this study contribute to a better understanding of obstacles hidden behind night shift physician–nurse communication. This also provides valuable information to professional managers who develop good doctor–nurse relationship culture.

Yao, Y., Wei, W., Hu, Y., Zhang, Y., & Chen, M. (2020). Translation and psychometric validation of the chinese version of the emotional labour scale for nurses. *Journal of Nursing Management*, 28(4), 948-958. doi:<https://doi.org/10.1111/jonm.13029>

**Objective**To translate and psychometrically validate the Emotional Labour Scale (ELS) for nurses in China. **Background**Emotional labour is an indispensable component of nursing practice. We currently lack a standard instrument to assess nurses' emotional labour that fits the nursing context in China. **Method**Using convenience sampling, 561 nurses were recruited from five tertiary comprehensive hospitals. Internal consistency reliability, test–retest reliability, split-half reliability, face validity, content validity, criterion validity and construct validity were used to evaluate the psychometric attributes of the scale. **Results**Exploratory factor analysis verified a three-factor scale structure with a cumulative variance contribution of the factors of 61.281%. The three factors were 'emotional control effort in profession,' 'patient-focused emotional suppression' and 'emotional pretence by norms.' Cronbach's alpha values were 0.881, 0.807 and 0.764, respectively. Confirmatory factor analysis results indicated that the three factors were consistent with the original scale structure. **Conclusion**The C-ELS for nurses is a reliable and valid instrument with satisfactory psychometric properties. Future studies should recruit a more representative sample of



nurses in China to verify the applicability of the scale. Implications for nursing management A reliable and quantitative instrument is available for leaders to evaluate clinical nurses' emotional labour and establish effective emotional labour management strategies based on the measurement results.

Moazez, M., Miri, S., Foroughameri, G., & Farokhzadian, J. (2020). Nurses' perceptions of systems thinking and safe nursing care: A cross-sectional study. *Journal of Nursing Management*, 28(4), 822-830.

doi:<https://doi.org/10.1111/jonm.13000>

**Aim**To assess nurses' perceptions of systems thinking, safe nursing care and the correlation between them. **Background**Systems thinking and safe nursing care are the key elements of quality improvement approaches, such as accreditation and patient safety programmes. However, these two variables have not been well studied in different health care settings. **Methods**In this cross-sectional study, 300 nurses were selected using the stratified random sampling method. The data were collected using a demographic data form, systems thinking scale and assessment of safe nursing care questionnaire. **Results**The scores of nurses' perceptions of systems thinking ( $63.25 \pm 9.20$ ) and safe nursing care ( $4.13 \pm 0.60$ ) were above average. A positive correlation was found between systems thinking and safe nursing care ( $r = .66, p < .001$ ), and its dimensions: nursing skills ( $r = .61, p < .001$ ), psychological needs ( $r = .56, p < .001$ ), physical needs ( $r = .51, p < .001$ ) and teamwork ( $r = .56, p < .001$ ). **Conclusion**Regarding the correlation between systems thinking and safe nursing care, nurses and other medical professionals, especially novices, are recommended to strengthen their systems thinking skills to improve the safe nursing care. **Implications for Nursing Management**Nurse managers should deal with organisational condition and factors affecting some poor aspects of systems thinking and safe nursing care. They must lead, support and allocate resources to the foundations of systems thinking to achieve safe nursing care.

Harvey, C., Thompson, S., Otis, E., & Willis, E. (2020). Nurses' views on workload, care rationing and work environments. *Journal of Nursing Management*, 28(4), 912-918. doi:<https://doi.org/10.1111/jonm.13019>

**Aims**The article examines nurses' experiences to institutionally enforced choices they must make regarding what patient care will be left undone. Cognitive dissonance theory is used to discuss how missed care is reconciled with the nurses' sense of professionalism and feelings of compassion. **Background**Research into missed nursing care and care rationing is increasing, with an awareness that it impacts on nurses' coping ability. **Methods**In-depth video and telephone interviews were conducted with four experienced nurses who were asked to describe how they made choices regarding required patient care and how they managed care under workload pressures. **Results**Thematic analysis of interview narratives revealed four key themes describing the experiences of nurses managing their work: compromising care; incongruity between professional standards and organisational resources; emotional exhaustion; and depersonalization. **Conclusions**Nurses expressed concerns that their professional values regarding patient care are being lost in a quest to achieve financial targets. It raises questions regarding ethical and psychological dilemmas created for workers by work intensification. **Implications for Nursing Management**Financial effectiveness negatively impacts on nurses' emotional and clinical well-being cannot be easily dismissed, given that cognitive dissonance arises from attempting to provide quality care of patients whilst meeting organisational financial targets.

Ropponen, A., Koskinen, A., Puttonen, S., & Härmä, M. (2020). A case-crossover study of age group differences in objective working-hour characteristics and short sickness absence. *Journal of Nursing Management*, 28(4), 787-796.

doi:<https://doi.org/10.1111/jonm.12992>

**Aim**To investigate age group differences in objective working-hour characteristics and their associations with short (1–3 days) sickness absence. **Background**Irregular working hours, that is shift work with non-standard schedule, may influence sickness absence rates in hospital workers. **Methods**We collected daily working hours and the first incidence of short sickness absence from the employers' electronic records from 2008 to 2017. A case-crossover study compared the characteristics of the working hours 28 days preceding the sickness absence (exposure window) and 28 days earlier (control window) across 10-year age groups (conditional logistic regression for odds ratios (OR) with 95% confidence intervals (95% CI)). **Results**Younger employees had longer working hours and more

night and consecutive shifts. Extended weekly working hours were associated with short sickness absence in all age groups. Age-related differences were few: extended working hours among oldest age group (OR: 1.01, 95% CI: 1.00–1.01) and daily working hours in the youngest and middle-age groups (Ors: 1.14–1.17) were associated with increased sickness absence. Conclusions Length of working hours, and night and consecutive shifts differed between age, but the associations with short sickness absence were similar across all age groups. Implications for Nursing Management Among older employees, the length of working hours should be paid special attention.

Brigita Skela-Savič, Dobnik, M., & Sedina Kalender-Smajlović. (2020). Nurses' work characteristics and self-assessment of the work environment—Explorative cross-sectional study. *Journal of Nursing Management*, 28(4), 860-871. doi:<https://doi.org/10.1111/jonm.13010>

**Aim**The aim of the study was to explore the characteristics of nursing work and the correlation with the conditions in nurses' work environment. **Background**Although the correlation between nurses' work characteristics and the safety of health care provision has been confirmed, nurses continue to work in discouraging environments. **Method**A cross-sectional study was conducted. A total of 1,744 nurses from 16 Slovenian hospitals participated. Variables included the following: work characteristics, ergonomic conditions at work, the prevalence of low back pain and self-assessment of conditions in the work environment. **Results**One nurse was responsible for 17.90 patients per shift (SD = 13.615), shifts were understaffed in 42.9% of cases, and technical assistive devices were available in 30% of cases. Job demands were explained with number of patients/shift ( $p < .001$ ), job satisfaction ( $p < .001$ ), availability of assistive devices ( $p = .001$ ) and the female gender ( $p = .001$ ). Decision authority was low and explained with a non-leadership position ( $p < .001$ ), educational achievement ( $p < .001$ ), dissatisfaction with the job ( $p < .001$ ) and the male gender ( $p = .008$ ). **Conclusion**A safe patient-to-nurse ratio, job satisfaction, availability of assistive devices and fostering decision authority turned out to be important in our study. **Implications for Nursing Management**Europe is facing an increasing shortage of nurses, so actions for reducing nurse overload and encouraging decision authority are extremely important both for nurses and for patients. Participative leadership and ensuring gender equality in nursing are vital.

Qureshi, I., Ali, N., & Randhawa, G. (2020). British south asian male nurses' views on the barriers and enablers to entering and progressing in nursing careers. *Journal of Nursing Management*, 28(4), 892-902. doi:<https://doi.org/10.1111/jonm.13017>

**Aim**To ascertain British South Asian male nurses' views on the barriers and enablers to entering and progressing in nursing education and careers. **Background**There is a shortage of men from Black, Asian and Minority Ethnic groups in the National Health Service nursing workforce. There is a dearth of evidence on the views of British south Asian men on this subject. **Methods**A qualitative interpretative intersectional approach was used to carry out one-to-one interviews ( $n = 5$ ) with British South Asian male nurses using a semi-structured topic guide. Interviews took place between July 2018 and February 2019, across England. A framework analysis approach was used to analyse the interview transcripts. **Results**The main themes emerging as barriers were as follows: poor pay and conditions; negative immediate, extended family, community views; and a lack of knowledge and awareness of the nursing profession. The main themes emerging as enablers were as follows: personal circumstances (including role models) and ethnicity (including the role of religion and masculinity). **Conclusion**Findings suggest that the intersection between ethnicity and gender presents as an important enabler, as well as inhibitor, for British South Asian men. Nursing careers and salient barriers exist at a systemic level and include institutional racism. **Implications for Nursing Management**Managers review policies and practice on unconscious bias and institutional racism in the recruitment, retention and progression of British South Asian men. Employers provide continuous professional development including mentoring support to help career progression for these men. Human resources colleagues develop culturally specific interventions to reduce the stigma associated with the nursing profession in the British South Asian community. Nurse recruitment colleagues consider places of worship as venues for delivery of these interventions when promoting nursing.

Rajabi, F., Jahangiri, M., Bagherifard, F., Banaee, S., & Farhadi, P. (2020). Strategies for controlling violence against health care workers: Application of fuzzy analytical hierarchy process and fuzzy additive ratio assessment.

**Objective**The present study aimed to identify and prioritize control measures of violence against health care workers (HWs) using the fuzzy analytical hierarchy process (FAHP) and fuzzy additive ratio assessment (ARAS-F).  
**Background**Occupational violence is a pervasive problem in health care centres. Reducing violence against staff is one of the challenges for health care managers.  
**Method**At the first stage, the most common criteria and control options for violence against HWs were identified and extracted using a review of previous studies. At the next stage, criteria for selection of control measures were prioritized using the FAHP. Finally, control measures of workplace violence were prioritized using the ARAS-F method.  
**Results**Results of the FAHP indicated that safety and efficiency were the most important criteria. Results of the ARAS-F also revealed that 'increasing number of security personnel' and 'training staff' were the best recommendations for controlling violence against HWs.  
**Conclusion**Based on expert's opinions, administrative measures are the optimal ways to control violence at health centres; therefore, it is suggested that violence control programmes should be more focused on administrative measures.  
**Implications for Nursing Management**These results could assist nursing management to take best strategies for controlling occupational violence based on multi-criteria decision-making methods.

Wang, Y., Yu, S., Wang, L., Liang, D., Shen, Q., Xue, H., & Jin, Y. (2020). The methodology for developing nursing clinical practice guidelines over recent decades in china: A critical appraisal using AGREE II. *Journal of Nursing Management*, 28(4), 976-997. doi:<https://doi.org/10.1111/jonm.13007>

**Aim**To appraise the quality of current nursing clinical practice guidelines (N-CPGs) in China and explore the methodology for N-CPGs development.  
**Background**Implementation of quality improvement projects based on N-CPGs has becoming an hot topic for nursing with proliferation in the number of N-CPGs in China in recent years. The methodology for developing N-CPGs is worthy of exploration.  
**Methods**A systematic literature search was performed using PubMed, CINAHL, Web of Science, CNKI, Wanfang, VIP and CBM and relevant representative guidelines repositories from inception to July 31, 2019. Two authors independently selected eligible guidelines and performed data extraction. Four appraisers independently assessed the quality of the N-CPGs using the AGREE II tool.  
**Results**20 N-CPGs were eventually included in this review. After AGREE II appraisal, the final domain scores ranged between 0.00 and 83.33%. When comparing the total domain scores, "Scope and purpose" and "Clarity of presentation" scored highest with a total of 63.89 (59.37–69.79) (%), median, interquartile range (IQR)), and 63.89 (58.33–75.70) (%), respectively. "Editorial independence" obtained the lowest ranking with a total score of 0 (0–81.25) (%). The total scores of "Stakeholder involvement", "Rigour of development", "applicability" and "editorial independence" were lower than 50%.  
**Conclusion**The quality of N-CPGs in China is not very high and the process of guideline development still needs to improve.  
**Implications for Nursing Management**N-CPGs are important documents used to guide nursing quality improvement. High quality N-CPGs are beneficial for nursing management.

Caitlin, M. C., & Patrician, P. A. (2020). Generational preferences in the nursing work environment: A dimensional concept analysis. *Journal of Nursing Management*, 28(4), 927-937. doi:<https://doi.org/10.1111/jonm.13024>

**Aim**The purpose of this dimensional concept analysis was to identify preferences for favourable nursing work environments by Baby Boomer, Generation X and Millennial nurses.  
**Background**Favourable nursing work environments have been associated with better nurse and patient outcomes. Researchers have reported differences among generations related to the work environment, but the extent to which there are differences in preferences, not just perceptions, is less certain.  
**Method**A dimensional concept analysis was performed, in which one concept was analysed from multiple points of view. Articles were obtained from PubMed, CINAHL and PsycINFO. Articles published in the last ten years were included if they reported preferences, desires or ideals for the nursing work environment and were categorized by generational cohort. Eight articles qualified for review.  
**Results**Four major themes were identified: nursing practice/unit characteristics, managers/leadership, team/professional interactions and pay/benefits. An additional theme of personal/self emerged among Millennials.  
**Conclusions**All generations reported preferences related to benefits/pay, manager/leadership, nursing practice/unit characteristics and team/interactions. Only Millennials reported aspects related to self.  
**Implications for nursing management**All generations desired the first four themes. To address each, nursing leaders should consider the following: (a) ensure

adequate staffing and resources are in place for nursing staff; (b) obtain input from all generations about their level of satisfaction with benefits/pay and examine ways to provide better benefits or pay when possible; (c) encourage leadership self-development, such as educational opportunities and mentorship; and (d) determine opportunities to improve interactions among staff members. For Millennials, the only group who had expectations in the area of 'self', provide individualized attention and opportunities that allow them to create a better work-life balance, such as self-scheduling.

Labrague, L. J., Loriga, J., Nwafor, C. E., Peter, v. B., & Cummings, G. G. (2020). Development and psychometric testing of the toxic leadership behaviors of nurse managers (ToxBH-NM) scale. *Journal of Nursing Management*, 28(4), 840-850. doi:<https://doi.org/10.1111/jonm.13008>

**Aim**This paper describes the development and testing of the psychometric property of the Toxic Leadership Behaviors of Nurse Managers (ToxBH-NM) Scale.**Background**Toxic leadership is growing increasingly pervasive in the field of nursing. However, the current literature lacks comprehensive attempts to explain how toxic leadership disrupts work processes in the field of nursing, a reality confounded in part by the absence of a reliable and a valid scale on which to examine toxic leadership behaviours in nurse managers.**Methods**An exploratory sequential research design was used to formulate and evaluate the psychometric property of ToxBH-NM Scale. The content validity was examined by experts in nursing administration. A sample of 313 nurses from selected hospitals was recruited to assess the scale's reliability and validity. The factor structure of the newly developed scale was determined by exploratory factor analysis (EFA).**Results**Exploratory factor analysis for ToxBH-NM Scale revealed 30 items loading on four factors. The overall Cronbach's  $\alpha$  coefficient of the scale was 0.975, and Cronbach's  $\alpha$  coefficient ranged from 0.895 to 0.965 for the four factors. Corrected item-to-total (0.310–0.69) and item-to-item correlations (0.47–0.66) were acceptable. The Scale-content Validity Index was 0.957, and the Item-content Validity Index ranged from 0.833 to 1.000. The test-retest reliability coefficient of ToxBH-NM Scale was 0.801, with a reliability coefficient that ranged from 0.745 to 0.911 for the four factors. The four factors explained 71.84% of the observed variance.**Conclusions**ToxBH-NM Scale shows good psychometric properties and can be used to evaluate toxic leadership behaviours among nurse managers.**Implications for Nursing Management**The use of ToxBH-NM Scale can aid nurse managers in better understanding and managing their own leadership behaviours within their organisations and in fostering desirable work outcomes among employees, a positive work climate and overall organisational success.

Baydin, N. U., Hanife, T. S., Gurler, S. K., Dalli, B., & Arzu Kader, H. S. (2020). A study on the relationship between nurses' compulsory citizenship behaviours and job stress. *Journal of Nursing Management*, 28(4), 851-859. doi:<https://doi.org/10.1111/jonm.13009>

**Aim**To determine whether there is a relationship between compulsory citizenship behaviours and job stress among nurses working at public hospitals.**Background**Nurses may face strong pressure from their managers or peers to perform role behaviours beyond what is found in their job definition. When mandated, these extra duties are called compulsory citizenship behaviours.**Method**This descriptive study included 569 nurses who work in three hospitals. Data were analysed using descriptive statistical analyses, linearity test, Pearson's correlation analysis, simple linear regression analysis and parametric and nonparametric tests.**Results**There was a significant, strong and positive relationship between the nurses' job stress and compulsory citizenship behaviours. Statistically significant differences were found between the nurses' job stress scores according to the institution and unit they worked in and their professional experience duration.**Conclusion**This study found that nurses display compulsory citizenship behaviours and experience job stress at a high level. A significant relationship was found between these two variables.**Implications for Nursing Management**Special training programmes should be held informing managers and nurses about the negative outcomes of compulsory citizenship behaviours and positive outcomes of organisational citizenship behaviours. Appropriate opportunities and resources should be provided to cope with stress in hospital settings.

Godsey, J., Perrott, B., & Hayes, T. (2020). Can brand theory help re-position the brand image of nursing? *Journal of Nursing Management*, 28(4), 968-975. doi:<https://doi.org/10.1111/jonm.13003>

**Aim**The current vs desired brand position of the nursing profession is examined using brand theory.**Background**The nursing brand has a long and revered image with various stakeholder groups. However, the current image frequently represents nurses as caring advocates rather than Influential Leaders who deliver, manage and administer health care services.**Evaluation**Recent quantitative field research describes perceptions of nurses' current vs desired brand position. A perceptual map illustrated a gap on the axes of Patient-Centered Caregivers and Leaders in Healthcare. Empirical literature provided the foundation for prescriptive advice, which could address potential threats and opportunities for the brand.**Key Issue**Brand theory is used to describe how nurses' current image seems at odds with nurses' role in contemporary society. The largest gap on the perceptual map was on the 'Leadership Axis', suggesting more effort is needed to change perceptions of the essential leadership role of nurses in various health care systems.**Implications for Nursing Management**The nursing profession needs to implement branding strategies, which close the gap between the current and desired brand positions. The central brand position of nurses as leaders should thread throughout practice, education, research and professional associations for effective brand repositioning to occur.

Sarwar, A., Irshad, M., Zhong, J. Y., Sarwar, S., & Pasha, R. (2020). Effects of social undermining in families on deviant workplace behaviours in pakistani nurses. *Journal of Nursing Management*, 28(4), 938-947. doi:<https://doi.org/10.1111/jonm.13027>

**Aims**To examine whether negative emotions could mediate the association linking social undermining in families (i.e. negative judgements that prevent the maintenance of positive familial ties) to nurses' deviant workplace behaviours (i.e. behaviours that disrupt the normal functioning of organisations), and whether neuroticism could moderate the association linking social undermining in families to negative emotions by adopting the spillover theory.**Background**This study tested a moderated mediation model based on the hospital industry in Pakistan. Negative familial stressors can disrupt work-related behaviours, but it remains unknown as to how negative emotions and personality traits can affect this family-to-work relationship.**Method**Temporally segregated survey data were collected from nurses (n = 325 dyads) working in the hospitals of Pakistan.**Results**Findings showed that social undermining in families triggered deviant workplace behaviours in Pakistani nurses through the mediating effect of negative emotions. High levels of neuroticism strengthened the association linking social undermining in families to negative emotions.**Conclusion**Our moderated mediated model showed that family-related stressors can "spill over" to the workplace and disrupt employee behaviours under the mediating effect of negative emotions. The perception of family-related negative emotions can also be increased among individuals with high levels of neuroticism.**Implications for Nursing Management**We recommend the establishment of social support networks and workshops for nurses to cope with the negative emotions they experienced from family and non-work domains.

Lyman, B., Gunn, M. M., & Mendon, C. R. (2020). New graduate registered nurses' experiences with psychological safety. *Journal of Nursing Management*, 28(4), 831-839. doi:<https://doi.org/10.1111/jonm.13006>

**Aim**The purpose of this study was to gain insight into new graduate registered nurses' experiences with psychological safety.**Background**Organizational learning allows acute care hospitals to consistently provide high-quality patient care. Psychological safety is critical for organizational learning. New graduate nurses in particular need to feel psychologically safe as they transition into professional nursing practice. Understanding new graduate registered nurses' experiences of psychological safety can guide leaders and others to create work environments that foster psychological safety and organizational learning.**Method**Semi-structured interviews were conducted with 13 newly graduated registered nurses working in inpatient hospital settings. Interviews were analyzed using thematic analysis.**Results**Four primary themes featured prominently in the new graduate nurses' experiences of psychological safety: building credibility, making personal connections, feeling supported and seeking safety.**Conclusion**Understanding these themes will help nursing education programmes, nurse managers, nurse colleagues and new graduate registered nurses foster psychological safety and create environments conducive to organisational learning.**Implications for Nursing Management**All members of the health care team involved in the new graduate registered nurses' transition to practice have a role in fostering psychological safety. Additional research is needed to better understand psychological safety and how to foster it.

Xiao-Qian Chen, Xiu-Min Jiang, Qing-Xiang Zheng, Zheng, J., Hong-Gu He, Yu-Qing Pan, & Gui-Hua Liu. (2020). Factors associated with workplace fatigue among midwives in southern china: A multi-centre cross-sectional study. *Journal of Nursing Management*, 28(4), 881-891. doi:<https://doi.org/10.1111/jonm.13015>

**Aims**To identify the level of workplace fatigue among midwives and factors influencing their fatigue.  
**Background**Midwives who play an important role in medical care are prone to experience workplace fatigue, which negatively affects their well-being and work quality.  
**Methods**A multi-centre cross-sectional study was conducted among 666 Chinese midwives from 38 hospitals in March 2019. Data were collected by four questionnaires of self-designed demographic questions, the Pittsburgh Sleep Quality Index, the Social Support Self-Rating Scale and the 14-item Fatigue Scale. Descriptive statistics, univariate analysis and multiple linear regression were used to analyse the data.  
**Results**Midwives had moderate levels of fatigue with the mean scores of physical fatigue, mental fatigue and total fatigue being 9.53, 6.25 and 15.79, respectively. Multiple linear regression results showed that sleep quality, social support, job satisfaction, occupational injuries, adverse life events, frequency of irregular meals and employment type were statistically significant factors influencing fatigue among the participants.  
**Conclusions**Physical and mental fatigue were generally common among midwives and were affected by personal-related and work-related factors, sleep quality and social support.  
**Implications for Nursing Management**Nurse administrators have the opportunity to advocate for improved health policy under the two children rule to prevent workplace fatigue amongst midwives.

Wu, X., Hayter, M., Lee, A. J., Yuan, Y., Li, S., Bi, Y., . . . Zhang, Y. (2020). Positive spiritual climate supports transformational leadership as means to reduce nursing burnout and intent to leave. *Journal of Nursing Management*, 28(4), 804-813. doi:<https://doi.org/10.1111/jonm.12994>

**Aim**To explore the relationship between spiritual climate and transformational leadership, and examine their impact on nurses perceived emotional exhaustion and intentions to quit.  
**Background**Transformational leadership is known to have a significant positive effect on work environment and job satisfaction. Additionally, promoting spiritual climate amongst staff can benefit workers by increasing self-worth. The relationship between the two is unknown.  
**Methods**Nurse clinicians from 2 sites in the Jiangsu Province of China completed self-report questionnaires based on spiritual climate, emotional exhaustion, clinical leadership and Turnover Intention Scales. Mediation analysis was applied to evaluate impact of spiritual climate.  
**Results**Perceived positive spirituality amongst nurse clinicians reinforces transformational leadership to reduce emotional exhaustion (indirect effect of  $-0.089$ ,  $p < .01$ ). Burnout and intention to leave showed significantly positive correlation with lower levels of perceived spirituality ( $r = .545$ ,  $p < .01$ ).  
**Conclusion**Transformational leadership in the workplace can reduce nurses' burnout, and a positive spiritual climate increases meaningfulness in their work. This may help in nurse retention.  
**Implications for Nursing Management**Health care leaders must look beyond transformational leadership to maintain a positive and supportive clinical climate, and this may involve acknowledgement of nurses' spiritual needs.

Hewison, A. (2020). Leading nursing beyond 2020 – the challenge and the opportunity. *Journal of Nursing Management*, 28(4), 767-770. doi:<https://doi.org/10.1111/jonm.13022>

Austin, S., Fernet, C., Sarah-Geneviève Trépanier, & Mélanie Lavoie-Tremblay. (2020). Fatigue in new registered nurses: A 12-month cross-lagged analysis of its association with work motivation, engagement, sickness absence and turnover intention. *Journal of Nursing Management*, 28(3), 606-614. doi:<https://doi.org/10.1111/jonm.12962>

**Aim**This longitudinal study examines the motivational factors that explain why and how fatigue acts on new nurses' affective (work engagement), attitudinal (intention to leave the occupation) and behavioural (sickness absence) work outcomes.  
**Background**Growing nurse shortage makes it crucial to understand how and why fatigue can cut short the career of nurses.  
**Methods**This two-wave longitudinal study (baseline, 12-month follow-up) was conducted among 630 French-speaking new registered nurses from Canada. The proposed cross-lagged model was analysed using the EQS statistical software package for structural equation modelling (SEM).  
**Results**Time 1 fatigue was positively related to time 2 controlled motivation (working under internal or external pressure). Taking into account the cross-lagged effects of T1 fatigue on T2 outcomes, T1 controlled motivation was positively associated with T2 sickness

absence, whereas T1 autonomous motivation (working because the activity is valued or inherently interesting) was related to all T2 outcomes. Conclusion These findings provide insights into the motivational processes that affect nurses' early career functioning, revealing that distinct forms of motivation explain how fatigue relates to work outcomes. Implications for nursing management Organisational efforts to strengthen autonomous over controlled motivation constitute a promising strategy to improve new nurses' well-being and retention in the occupation.

Yan, D., Wen, F., Li, X., & Zhang, Y. (2020). The relationship between psychological capital and innovation behaviour in Chinese nurses. *Journal of Nursing Management*, 28(3), 471-479. doi:<https://doi.org/10.1111/jonm.12926>

Aim To explore the serial-multiple mediation of job control and perceived organisational innovation climate between psychological capital and innovation behaviour among Chinese nurses through structural equation modelling. Background Nurses' innovation not only promotes the development of the nursing industry but also improves the quality of care and promotes patient prognosis. Thus, it is essential to clarify the factors affecting nurses' innovative behaviour and to provide a theoretical basis for improving nurses' innovative behaviour. Methods A cross-sectional study was conducted among 4,677 Chinese nurses from 18 hospitals. The PCQ-R, Nurses' Job Control Scale, the Nurses' Organizational Innovation Climate Scale, and the Nurses' Innovation Behaviour Scale were used to conduct a questionnaire survey. Results According to the serial-multiple mediation, the mediating role of job control and perceived organisational innovation climate between psychological capital and innovative behaviour is significant. ( $Z = 7.25$ ,  $p < .05$ ). Conclusions Higher psychological capital can promote nurses' innovation behaviour. Therefore, improving psychological capital can enhance the innovation behaviour of nurses. Implications for Nursing Management It is essential to change hospital working environments for enhancing the innovation behaviour of health professionals. Managers could promote nurses' innovative behaviour by strengthening nurses' psychological capital.

Woo, C. H., & Kim, C. (2020). Impact of workplace incivility on compassion competence of Korean nurses: Moderating effect of psychological capital. *Journal of Nursing Management*, 28(3), 682-689. doi:<https://doi.org/10.1111/jonm.12982>

Aim This study aimed to examine the association between workplace incivility and compassion competence of Korean nurses, as well as the moderating effect of psychological capital. Background Workplace incivility affects the quality of patient care and as such is worthy of critical examination regarding its impact on the compassion competence of nurses. Methods In this descriptive cross-sectional study, data for 192 Korean hospital nurses were used to analyse the relationship between workplace incivility and compassion competence and the moderating effect of psychological capital. Results Workplace incivility was negatively associated with compassion competence of nurses. Furthermore, psychological capital had a conditional moderating effect on the relationship between workplace incivility and nurses' compassion competence. The negative associations of workplace incivility with compassion competence were significant at low and medium levels of psychological capital but not at high psychological capital. Moreover, the association was stronger for those with low psychological capital. Conclusion Workplace incivility is negatively associated with compassion competence among nurses, and psychological capital has conditional moderating effects in its relationship. Implications for Nursing Management Management efforts to reduce workplace incivility and to improve nurses' psychological capital are needed to improve patient care quality.

Xu, D., Lu, H., Wang, L., Zhang, Y., Chen, J., Li, B., . . . Shang, S. (2020). The effects of job characteristics, organizational justice and work engagement on nursing care quality in China: A mediated effects analysis. *Journal of Nursing Management*, 28(3), 559-566. doi:<https://doi.org/10.1111/jonm.12957>

Aim To analyse the structural associations among job characteristics, organizational justice, work engagement and nursing care quality in Chinese nurses. Background Nursing care quality helps ensure patient safety, which are core concerns. The explicit relationships among the study's variables from a management perspective can help hospital managers to implement effective strategies to improve nursing care quality. Methods This cross-sectional study was

conducted to investigate the relationships among the variables in 1,615 nurses in eight Chinese tertiary hospitals. Structural equation modelling was used to test a proposed model of these relationships. Results The scores of job characteristics, organizational justice, work engagement and nursing care quality were  $3.55 \pm 0.41$ ,  $3.84 \pm 0.77$ ,  $4.67 \pm 1.30$  and  $3.42 \pm 0.70$ . Job characteristics and organizational justice had direct effects on nursing care quality. Work engagement mediated the relationship of nursing care quality with job characteristics and organizational justice. The final model explained 24% of nursing care quality. Conclusion The results provide a better understanding of the associations between the study's variables. Perceived job characteristics and organizational justice can improve nursing care quality through work engagement. Implications for Nursing Management Reconfiguring work design to strengthen nurses' positive perceptions of job characteristics and organizational justice can enhance nursing care quality.

Majid, A., Yasir, M., Javed, A., & Parveen, A. (2020). From envy to social anxiety and rumination: How social media site addiction triggers task distraction amongst nurses. *Journal of Nursing Management*, 28(3), 504-513. doi:<https://doi.org/10.1111/jonm.12948>

Aim To investigate the effect of social networking site addiction on task distraction among nurses. Background Most of the existing literature focuses only on positive aspects of social networking site, while negative aspects thereof have rarely been highlighted. The current study focuses on finding the impact of social networking site addiction and mental states like envy, social anxiety and rumination on task distraction among nurses. Method Data were collected through self-administrated questionnaires from 378 nurses in Pakistan. The study used descriptive and inferential statistics including correlation and structural equation modelling techniques to test the hypothesized model. Results The results suggest that social networking site addiction results in task distraction which is further enhanced by envy, social anxiety and rumination among nurses. Conclusion The study contends that social networking site addiction stimulates various stressors among nurses such as envy, social anxiety and rumination that augment its negative effects on task distraction. Implications for Nursing Management Findings of the study can be used develop strategies to control task distraction among nurses to limit its negative impact and to enhance work performance. Awareness campaigns can help nurses and other healthcare professionals to comprehend the effects of using social media at work.

Durosaiye, I. O., Hadjri, K., Liyanage, C. L., & Chrysikou, E. (2020). Developing, validating and testing a ward environment assessment tool. *Journal of Nursing Management*, 28(3), 548-558. doi:<https://doi.org/10.1111/jonm.12956>

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