



Report Information from ProQuest

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SEARCH STRATEGY

Set No.	Searched for	Databases	Results
S1	journal of nursing management	Ebook Central, Public Health Database, Publicly Available Content Database	182015*

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

The impact of organisational communication satisfaction on health care professionals' work engagement

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ABSTRACT (ENGLISH)

Aim

To assess the impact of organisational communication satisfaction (OCS) on the work engagement of health care professionals (HCPs).

Background

Organisational communication can influence employees' work engagement, which is an essential component of an organisation's effectiveness. However, these concepts have not been broadly investigated in health care organisations.

Methods

A cross-sectional survey was administered to 235 HCPs in the Gaza Strip, Palestine. The SPSS statistical software (version 25) and partial least squares structural equation modelling (PLS-SEM) were used to analyse the collected data.

Results

The HCPs reported a moderate level of OCS ($M=4.96$, $SD=0.94$) and work engagement ($M=5.56$, $SD=0.96$). The impact of OCS on work engagement was found to be positive and statistically significant ($\beta=.524$, $p<.05$). No significant difference was revealed in level of OCS or work engagement among the HCPs according to their job categories. Only years of experience significantly influenced their OCS.

Conclusion

Improving HCPs' satisfaction with organisational communication is vital in enhancing their work engagement and, ultimately, sustaining health care manpower.

Implications for Nursing Management

Strategies for improving the quantity and quality of organisational communication must be prioritized to strengthen work engagement among HCPs. These strategies include management's role in and ways of communicating essential information about their organisations to HCPs.

Work engagement of nurses and the influence of spiritual climate of hospitals: A cross-sectional study

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ABSTRACT (ENGLISH)

Aim

This investigation was endeavoured to study the influence of the hospital's spiritual climate on nurse's work engagement in Saudi Arabia.

Background

Creating a safe clinical environment for nurses to express their spirituality despite preferences or religiosity is essential to increase work productivity, satisfaction and commitment.

Method

This quantitative and cross-sectional research surveyed a convenience sample of 302 nurses employing the 'Utrecht Work Engagement Scale' and 'Spiritual Climate Scale'.

Results

The overall average of the respondents in work engagement was 4.33 (SD= 1.10), with more nurses reporting high or very high work engagement (53.7%). The hospital, age and spiritual climate were recognized as significant predictors of 'vigour'. The hospital's spiritual climate was the only significant factor influencing nurses' 'dedication'. The hospital and spiritual climate significantly influenced the variable 'absorption'.

Conclusion

Having a positive hospital spiritual climate was associated with better work engagement among nurses.

Implications for Nursing Management

The findings underscore the significance of ensuring that hospitals have positive spiritual climate and a clinical area that respects, accepts and welcomes various spirituality of nurses. Therefore, nurse managers should ensure that the spirituality of nurses has a safe home in the hospital.

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The prevalence of stress-related outcomes and occupational well-being among emergency nurses in the Netherlands and the role of job factors: A regression tree analysis

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ABSTRACT (ENGLISH)

Aims

This study aims to assess the prevalence of stress-related outcomes (burnout, sleep problems and post-traumatic stress) and occupational well-being (work engagement, job satisfaction and turnover intention) of Dutch emergency room nurses and to identify job factors related to key outcomes.

Background

While emergency nurses are prone to stress-related outcomes, no large-scale studies have been conducted in the Netherlands. Furthermore, few studies considered combined effects of job factors on emergency nurses' well-being.

Methods

In 2017, an occupation-specific survey was filled out by 701 (response: 74%) emergency nurses from 19 Dutch hospitals. Decision tree methods were used to identify the most important (combination of) job factors related to key outcomes.

Results

High prevalence of stress-related outcomes and turnover intention were found, while the majority experienced work engagement and were satisfied with their job. Emotional exhaustion was mainly associated with worktime demands and aggression/conflict situations. Work engagement was mainly associated with developmental opportunities.

Conclusions

Dutch emergency room nurses are at risk of stress-related outcomes and have high turnover intention, while feeling engaged and satisfied with their job.

Implications for Nursing Management

To retain and attract emergency room nurses, it is recommended to focus efforts on increasing developmental opportunities, while reducing worktime demands and aggression incidents.

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Public image of the profession is associated with the choice of nursing career among Arab high school students: A cross-sectional study

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ABSTRACT (ENGLISH)

Aims

The aim of this study is to examine (a) public image of nursing and the intention to choose nursing as a future career and (b) the relationship between the public image, gender roles and the choice of the nursing career among Arab high school students.

Background

School graduates from the Arab sector represent an important social group with the potential to provide quality candidates for the nursing profession in Israel.

Methods

In this cross-sectional study, 138 high school students from two Arab schools in Israel completed a structured questionnaire.

Results

One third of the sample intended to choose nursing as a future career. Students from families with a higher level of paternal education and those exposed to the work of nurses perceived nursing as more positive. The profession's public image contributed to the explanation of 21% of the variance of the intention to choose a nursing career.

Conclusion

A positive public image of nursing contributes to decisions about choosing a nursing career in the future among Arab high school students.

Implications for Nursing Management

School graduates may be influenced by providing information and presenting the role of a nurse as significant, as well as by emphasizing the positive image of nursing to parents and influential people in the Arab community.

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The ward manager role in the context of nursing and midwifery students' clinical learning: Testing a model

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ABSTRACT (ENGLISH)

Aim

To test a model of clinical learning that focuses on the role of the ward manager.

Background

The ward manager's role in supporting clinical learning indirectly focuses on the ward climate connected to students' clinical placements. In this way, the ward manager influences both nursing care and the pedagogical atmosphere in the ward.

Design

Cross-sectional, secondary analysis.

Methods

The sample included nursing and midwifery students ($N=5,776$, $n=1,900$) who had completed their clinical placement. Data were collected with the Clinical Learning Environment, Supervision and Nurse Teacher scale. Structural equation modelling was adopted to test the hypotheses.

Results

Estimates of the model parameters demonstrated that a ward manager's leadership style influences both the premises of nursing at the ward (0.84 , $p<.001$) and the pedagogical atmosphere (0.93 , $p<.001$), although the pedagogical atmosphere affects the mentoring relationship (0.87 – 0.86 , $p<.001$).

Conclusions

Ward managers exert a significant influence on the clinical learning environment via their support for an effective pedagogical atmosphere and, consequently, effective mentoring.

Implications for Nursing Management

Leadership style guides both the premises of nursing at the ward and pedagogical atmosphere. These findings recommend that ward managers should be involved in promoting a supportive learning climate, which supports the mentor–student relationship and, eventually, leads to effective clinical learning.

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Second-victim experience and support among nurses in mainland China

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ABSTRACT (ENGLISH)

Aims

To investigate the experience and support of nurses as second victims in adverse events and explore factors.

Background

Adverse events have significant negative influences on healthcare professionals. However, there is still a lack of research on the impacts of individual and event factors.

Methods

A cross-sectional survey via a self-report electronic questionnaire was sent to approximately 6400 nurses from six tertiary comprehensive hospitals in mainland China. The socio-demographic, adverse event-related information and second-victim experience and support questionnaires were used.

Results

Approximately 2897 (45.26%) of nurses were involved in at least one adverse event that mainly caused psychological distress. Male nurses, Grade I adverse events, public reports and discussions of adverse events were related to the second-victim reaction. Discussing with a respected colleague was the most strongly desired form of support.

Conclusions

Chinese nurses have reported a high prevalence of psychological reactions. Follow-up studies must consider other potential factors.

Implications for Nursing Management

Nursing managers should consider the factors that affect second victims and provide support based on the expectations of nurses. Psychological first-aid and immediate and mid- to long-term support strategies should be provided to help the second victim alleviate distress.

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Mental images of nurses regarding COVID-19: A metaphor study

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ABSTRACT (ENGLISH)

Aim

The purpose of this study is to understand the thoughts and perceptions of nurses caring for patients with COVID-19 diagnosis about the COVID-19 pandemic.

Background

The nursing profession, with the basic duty of caring for people, is among the professional groups most affected by COVID-19. The high rate of transmission of COVID-19, inadequate numbers of nurses for the increasing case numbers, inadequate personal protective equipment and increases in numbers of deaths negatively affected nurses, as they affected all health professionals.

Methods

This research is phenomenological research. A parallel mixed design including quantitative and qualitative research methods was used in the research. A sociodemographic data form and metaphor perception related to the COVID-

19 pandemic form were used for data collection. Responses of nurses to the open-ended metaphor questions were evaluated with descriptive analysis and content analysis using the document investigation method.

Results

The research was completed with 227 nurses. Most of the nurses were employed in COVID-19 wards (68.3%), were not diagnosed with COVID-19 (65.2%) and had not lost any relatives to COVID-19 (59.0%). It was determined that the answers given by the nurses comprised 151 metaphors collected in eight categories in total.

Conclusion

The results show that the metaphors mentioned by nurses involve hopelessness.

Implications for Nursing Management

This study reflects the ideas of nurses who are working with all their might during the COVID-19 pandemic and reveals the psychological status of the nurses.

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What relationships can be found between nurses' working life and turnover? A mixed-methods approach

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ABSTRACT (ENGLISH)

Aim

This study aimed to describe why registered nurses decide to leave their work and to investigate relationships between registered nurses' working life and turnover (leaving the unit vs. leaving the profession).

Background

Much research has explored nurses' intention to leave, whereas less research has looked at turnover and especially leaving the profession.

Methods

Data were collected using questionnaires and interviews.

Results

The three most common reasons for both groups (leaving the profession, $n=40$; leaving unit but not profession, $n=256$) were high workload, low salary and applied for and got a new job. Multivariate logistic regression analysis revealed statistically significant relationships between turnover and empowering structures, such as access to resources and informal power as well as the factor learning in thriving.

Conclusions

Structural empowerment, such as good access to resources and informal power, is important to keeping nurses in the profession, whereas learning seems to increase the risk of leaving the profession when variables such as vitality, resources, informal power and age are held constant.

Implications for Nursing Management

To counteract nurses leaving the profession, managers must provide nurses with good access to resources and

A multisite survey of managerial competence and organizational commitment among nurses working at public hospitals in Saudi Arabia

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ABSTRACT (ENGLISH)

Aims

The purpose of this study was to determine the relationship between managerial competence level and organizational commitment among nurses in Saudi Arabia.

Background

Nurse managers who have a high degree of managerial competency and/or organizational commitment are seen as role models by their employees and can affect employees' sense of belonging to the organization.

Methods

A cross-sectional, multisite study was conducted with 226 eligible nurses working at six public hospitals in Saudi Arabia. Data were collected from March through June 2021 through an online self-administered survey. Multivariate regression was used to determine the relationship between managerial competence and organizational commitment while controlling for demographic variables.

Results

Both managerial competence ($M=152.9$, $SD=48.41$, range: 54–216) and organizational commitment ($M=49.4$, $SD=22.15$, range: 18–121) were reported to be slightly moderate among the sample. A significant positive association also existed between managerial competence and organizational commitment variables ($r=.510$, $p<.05$).

Conclusions

Future studies addressing potential issues for improving managerial competence and organizational commitment in clinical environments are recommended.

Implications for Nursing Management

Nurse administrations should use highly standard guidelines to improve nurses' managerial competence and organizational commitment.

Nurses and ward managers' perceptions of leadership in the evidence-based practice: A qualitative study

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ABSTRACT (ENGLISH)

Aim

To describe nurses and ward managers' experiences with nursing leadership in the implementation of evidence-based practice.

Background

The implementation of evidence-based practice requires to identify the most suitable styles of nursing leadership for the successful application.

Design

A qualitative descriptive study.

Methods

The study was carried out with 57 nurses (clinical nurses and ward managers) in eight focus groups from five public hospitals. Template analysis, using the Promoting Action on Research Implementation in Health Services framework, was used. The Consolidated Criteria for Reporting Qualitative Research guide was followed in planning and reporting this research.

Results

Three types of nursing leadership were identified: traditional leadership, medium leadership and transformational leadership. Traditional leadership was the most frequent, with a predominance of bureaucratic tasks for ward managers, so implementation of evidence-based practice is difficult.

Conclusion

Nurses do not feel empowered and they perceive the changes as an imposition. In the absence of strong leadership for evidence-based practice, a natural leader emerges.

Implications for Nursing Management

Clinical nurses demand more empowerment for decision-making, and ward managers need clarity of roles. To create an environment favourable to evidence-based practice, it is necessary consider the role of the transformational leader.

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Factors influencing older nurses' decision making around the timing of retirement: An explorative mixed-method study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aimed to understand factors influencing decision making of older nurses around timing of retirement.

Background

Global nursing shortages require flexible nurse retention strategies.

Methods

An explanatory sequential mixed-method approach: nurses across seven health care organisations within one integrated care system responded to an online survey ($n=524$). Semistructured interviews and a focus group were conducted ($n=19$).

Results

Survey data confirmed age as a key factor influencing nurses' decision making. Factors associated with retention were flexible working conditions, financial considerations and feeling valued. Factors associated with attrition were poor or deteriorating health, stress and wish for more time with family and friends. Logit regression confirmed that flexible work patterns are the strongest predictors for working beyond retirement. Qualitative data revealed that retirement plans are accompanied by personal milestones; the work environment heavily influences these plans.

Conclusions

Reasons for retirement are multifaceted, but many factors are within the control of employers. Organisational policies, practices and workplace culture have a bearing on decisions surrounding the timing of retirement.

Implications for Nursing Management

Retention strategies that allow older nurses to work part-time are key, and nurse managers need to proactively engage with older nurses to discuss their retirement plans.

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Emotional and psychological implications for healthcare professionals in disasters or mass casualties: A systematic review

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ABSTRACT (ENGLISH)

Aim

To synthesize and describe the emotional and psychological implications for healthcare professionals who provided care in a mass casualty incident or disaster.

Background

The experience of healthcare providers immersed in the actual uncertainty of an ongoing disaster is real, challenging, complex and strongly connected with emotions. Identifying these implications for healthcare professionals is essential for developing strategies to help these professionals deliver high-quality care.

Evaluation

A systematic review was conducted in PubMed, CINAHL, Scopus, Nursing & Allied Health Database and PsycINFO using published data until February 2021 and following the PRISMA guidelines.

Key issues

Nineteen articles were included. Factors associated with negative psychological implications were identified and different strategies have been synthesized to prevent or reduce them when caring for the victims of a disaster.

Conclusions

Feelings of sadness, helplessness, fear and blockage, among others, were identified as common reactions among nurses and other healthcare professionals dealing in mass casualties or disasters. These reactions may lead to post-traumatic disorder, turning professionals into hidden victims.

Implications for nursing management

Organizations, senior charge nurses and other health service managers need to foster resilience and flexibility among their workforce to improve self-care during a disaster, as well as ensure policies to address a lack of emotional preparedness among their personnel. Some strategies to consider include cognitive behavioural therapy, psychoeducation or meditation.

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A cross-sectional study of implicit rationing of care in publicly funded nursing homes in Shanghai, China

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ABSTRACT (ENGLISH)

Aims

To investigate the level of implicit care rationing and its association with training needs in nursing homes in Shanghai, China.

Background

Nursing homes in Shanghai are confronted with a lack of care resources. Implicit care rationing can emerge due to inadequate training of care workers.

Methods

A cross-sectional survey was conducted between 10 September and 17 November 2020. A total of 374 care workers from 16 randomly selected nursing homes from each of the administrative districts participated the surveys. The Basel Extent of Rationing of Nursing Care-Nursing Home instrument and the training needs analysis were adopted to measure implicit care rationing and training needs, respectively. Multiple regression techniques were used to explore the factors associated with implicit care rationing.

Results

Activities related to social care, documentation and activation/rehabilitation (mean rating=2.8, 1.89 and 1.93 respectively) were mostly likely to be rationed. Training needs of activities of daily living (ADL), activation/rehabilitation and documentation were significantly related to their implicit rationing ($\beta=0.864, 0.21$ and 0.166 , respectively, $p<.01$).

Conclusion

Training needs are crucial determinants of implicit care rationing.

Implications for nursing management

Quality control systems are needed to ensure care comprehensiveness. The current training system should be re-designed according to results of training needs analysis.

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Interprofessional collaboration as a mediator in the relationship between nurse work environment, patient safety outcomes and job satisfaction among nurses

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ABSTRACT (ENGLISH)

Background

As an important organisational feature, the nurse work environment has been associated with increased work effectiveness, reduced patient safety issues and improved care quality. However, the mechanism underlying this association remains unexplored.

Aim

This study aims to assess the mediating role of interprofessional collaboration in the relationships between nurse work environment, select patient safety outcomes and job satisfaction.

Methods

This cross-sectional, descriptive study used five standardized scales and included 881 clinical nurses employed in select teaching hospitals in Oman.

Results

Nurses who worked in teaching hospitals in Oman perceived their work environment as highly favourable. Nurse work environment was directly and indirectly associated with nurse-assessed quality of care, adverse patient events and job satisfaction, through interprofessional collaborations.

Conclusion

Findings of the study suggest that enhancing nurse work environments can be a potential strategy to foster interprofessional collaboration and improve job satisfaction and patient safety outcomes.

Implications for Nursing Management

Organisational strategies to improve patient safety outcomes and job satisfaction in nurses can be facilitated by improving nurses' work conditions and enhancing interprofessional collaboration through supportive leadership, theory-driven approaches, obtaining hospital accreditation/certification and relevant workplace policies.

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Nurses' view of implementation evidence-based fall prevention interventions: A qualitative study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The purpose of this descriptive qualitative study was to evaluate nurses' views of implementation evidence-based fall prevention interventions.

Methods

The study was conducted with participation of nurses who worked in a training and research hospital after evidence-based fall prevention interventions had been implemented. Interviews were done with 17 nurses who participated in all training courses.

Results

The evaluation of the interventions was examined, and three themes were extracted through analysis: 'effectiveness of training programme', 'barriers' and 'suggestions'.

Conclusion

Nurses emphasized that evidence-based fall prevention interventions are usable in hospital, but team collaboration and administrative support are required for better outcomes.

Implications for Nursing Management

The study result shows that fall prevention interventions should be introduced to all health care professionals, through the use of various training methods. Training should be given to patients and their caregivers, and barriers that nurses stated like understaffing, lack of materials and tools that ensure patient safety and internet (research/scientific information) access restriction should be reduced.

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'Young saplings on fire' newly graduated nurses in the COVID-19 pandemic: A qualitative study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To explore the experiences of newly graduated nurses during the pandemic.

Background

Newly graduated nurses were employed during the pandemic by several countries to meet the increasing demand for healthcare services.

Methods

A descriptive qualitative study with thematic analysis. The study was conducted with 14 newly graduated nurses.

Results

Themes were systematized into four variables of the system research organization model, and a total of 12 themes were identified. Nurses, who started to work in the beginning months of the pandemic, faced several difficulties in their transition period, including the difficulties of starting employment and the effects of the pandemic on both society and health systems.

Conclusions

During the pandemic, newly graduated nurses faced various difficulties in transition processes, difficulties in starting the employment process and the effects of the pandemic on both society and health systems. In order to reduce these effects, regulations are needed at all stages of the health system.

Implications for Nursing Management

It is the responsibility of health system policymakers, hospital managers, nurse managers and senior nurses to ensure that newly graduated nurses endure these pandemic conditions, which are quite challenging even for senior nurses, without any damage, and continue in the profession.

Killing us softly with their wrongs: Nursing academia's 'killer elite' continue unabated

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Workplace spirituality and organizational justice in turnover intention of mental health professionals at small-sized centres

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To investigate the influence of workplace spirituality and organizational justice on the turnover intentions of mental health professionals working in small-sized communities.

Background

Many community mental health facilities in Korea are consist of the small size of members, and the turnover rate of mental health professionals is high. However, the influence of individual and organizational factors for lowering the turnover is not clearly identified.

Method

This was a descriptive study. Data of 168 participants were collected through a self-reported online questionnaire using a convenience sample, June 2020.

Result

Multiple regression analysis uses interactional justice ($\beta = -.437, p = .002$), distributional justice ($\beta = -.190, p = .011$) and age ($\beta = -.152, p = .033$) that were the most important predictors of turnover intention.

Conclusion

Organisational factors such as distributional and interactional justice affect to reduce turnover intention more than an individual factor like the workplace spirituality of professionals.

Implications for Nursing Management

Small-sized mental health institutions in the community should establish a clear working guideline that can make the

distribution, procedure and interactional justice. Because only a small percentage of nurses work at community mental health facilities, it is necessary to reduce turnover by creating a work environment where young nurse practitioners can work long-term and grow into leaders.

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Optimizing nurses' enacted scope of practice to its full potential as an integrated strategy for the continuous improvement of clinical performance: A multicentre descriptive analysis

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ABSTRACT (ENGLISH)

Aim

This study aims at better understanding the relationships between nurses' enacted scope of practice, work environment and work satisfaction, missed care, and organizational indicators of performance.

Background

The enacted scope of practice model describes the determinants and consequences of the actual enactment of the nursing scope of practice.

Method

A correlational design was used to investigate nurses' enacted scope of practice in five Canadian healthcare centres.

Results

Suboptimal enacted scope of practice were found in the current sample. Significant positive correlations were found between the total enacted scope of practice score, use of qualification, control over tasks, decisional latitude and psychological demand as well as role ambiguity. Moreover, a higher enacted scope of practice was correlated with lower organizational indicators of short-term absenteeism.

Conclusion

Results suggest an insufficient deployment of nurses' enacted scope of practice, likely caused by some job characteristics, leading to lower work satisfaction and negative patients and organizational outcomes.

Implications for nursing management

Optimizing nurses' enacted scope of practice would be a significant integrated strategy for improving organizational performance, patient care and nurses' satisfaction and well-being. Nurses and frontline managers must be involved in the decision-making process necessary to improve nurses' enacted scope of practice.

Posttraumatic stress disorder in nurses in the United States: Prevalence and effect on role

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ABSTRACT (ENGLISH)

Aims

The purpose of this study is to determine the prevalence of posttraumatic stress disorder among U.S. nurses and to examine how severity of posttraumatic stress disorder symptoms are associated with their role.

Background

The lifetime prevalence of posttraumatic stress disorder is estimated at 6.8%. Loss of workdays, inability to perform at full capacity, and loss of fulfillment are a few of the issues associated with an individual diagnosed with posttraumatic stress disorder. Untreated consequences include early retirement, loss of job, disability, and suicide.

Method

Participants completed an online survey that included the 20-item posttraumatic stress disorder checklist-5.

Results

Severity of posttraumatic stress disorder symptoms among nurses estimates that 28.4% have a probable diagnosis of posttraumatic stress disorder with 15.4% experiencing severe symptoms. The impact of stress was negative job performance impacting mental fatigue and workplace attrition. Coping skills included mindfulness and utilizing social networks.

Conclusions

Nurses are exposed to traumatic experiences, which has an impact on their mental health and well-being and ability to successfully perform their jobs. The impact of these experiences is not differentiated by demographic correlates.

Implications for Nursing Management

This highlights multiple modifiable factors that impact the severity of stressful experiences. Addressing environmental, organizational, and intrapersonal changes are key components in alleviating the negative impact experienced by nurses.

Effects of work conditions and organisational strategies on nurses' mental health during the COVID-19 pandemic

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ABSTRACT (ENGLISH)

Aims

This study aims to examine coronavirus disease 2019 (COVID-19) pandemic-related work factors for adverse effects on the mental health and whether organisational strategies attenuate these effects.

Background

COVID-19 pandemic has led to increased work burden and mental health risks for nurses.

Methods

A total of 1499 Taiwanese full-time nurses completed a web-based questionnaire between July and December 2020. Pandemic-related work conditions, namely, increased working hours, caring for COVID-19 patients, occupational stigma and redeployment, were assessed. Organisational strategies to combat pandemic-related work stressors including compensation to workers and adequate protection equipment were surveyed. Outcome measures were intention to leave, burnout and depression assessed using validated questionnaires.

Results

Redeployment, increased working hours and occupational stigma were associated with adverse mental health and intention to leave in logistic regression analysis. Caring for COVID-19 patients was negatively associated with depression. Adequate compensation for workers modified the association between redeployment and burnout.

Conclusions

Pandemic-related work conditions were associated with adverse mental health and intention to leave. Organisational strategies attenuated the adverse impact of the pandemic.

Implications for Nursing Management

Efforts to decrease stigma and organisational strategies including compensation for workers and adequate protection equipment provision should be adopted to improve nurses' health during a pandemic.

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Experiences of frontline nurse managers during the COVID-19: A qualitative study

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ABSTRACT (ENGLISH)

Aim

To explore experiences of frontline nurse managers during COVID-19.

Background

The COVID-19 pandemic has complicated care provision and healthcare management around the world. Nurse managers have had to face the challenge of managing a crisis with precarious resources. Little research has been published about the experiences of nurse managers during the COVID-19 pandemic.

Methods

A qualitative descriptive study of 10 frontline nurse managers at a highly specialized university hospital in Spain was carried out. Semi-structured interviews were conducted between June and September 2020. The Consolidated Criteria for Reporting Qualitative Research checklist was used for reporting.

Results

Six themes emerged: constant adaptation to change, participation in decision-making, management of uncertainty, prioritization of the biopsychosocial well-being of the staff, preservation of humanized care and 'one for all'.

Conclusions

This study provides evidence for the experiences of nurse managers during the COVID-19 pandemic. In addition, analysing these experiences has helped identify some of the key competencies that these nurses must have to respond to a crisis and in their dual role as patient and nurse mediators.

Implications for Nursing Management

Knowing about the experiences of frontline nurse managers during the pandemic can facilitate planning and preparing nurse managers for future health disasters, including subsequent waves of COVID-19.

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Determining the effect of neuro-linguistic programming techniques on the conflict management and interpersonal problem-solving skills of nurse managers: A mixed methods study

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ABSTRACT (ENGLISH)

Aim

This study, which used quantitative and qualitative design, was conducted to explore the effect of neuro-linguistic programming techniques on the conflict management and interpersonal problem-solving skills of nurse managers.

Background

Neuro-linguistic programming is among the methods that can enable managers to achieve the desired results in managing interpersonal problems and conflicts in an organisation.

Methods

The research was carried out with a mixed methods approach. The Personal and Professional Characteristics Information Form, Interpersonal Problem-Solving Inventory and Rahim Organizational Conflict Inventory-II were applied to 41 nurse managers and nurses to collect quantitative data for the study. Semi-structured questionnaires were used to collect qualitative data in focus-group interviews held both before and 6 months after the training.

Results

As a result of the content analysis of the qualitative data, the nurse managers in the training group were found to have improved abilities to plan and increased flexibility, positiveness, happiness and motivation when compared to the nurse managers in the control group. Findings supporting these data were obtained in the analyses of interviews with nurses.

Conclusion

Neuro-linguistic programming training can make a difference in terms of helping nurse managers to develop interpersonal problem- and conflict-solving skills.

Implications for Nursing Management

Nurse managers can use neuro-linguistic programming techniques for conflict management and interpersonal problem-solving occurring in their organizations. For this purpose, it is recommended that pregraduate and postgraduate neuro-linguistic programming training is provided to nurse managers.

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Effects of a hospital-based leisure activities programme on nurses' stress, self-perceived anxiety and depression: A mixed methods study

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ABSTRACT (ENGLISH)

Aims

To determine the effects of a hospital-based leisure activities programme on nurses' stress, self-perceived anxiety and depression.

Background



Nursing work in clinical settings is highly stressful and may result in an increase in nurses' turnover rate, which threatens the quality of nursing care and patient safety.

Methods

We used a mixed methods design and a three-month intervention (January to April, 2019) involving a convenience sample of 176 nurses working at a Chinese tertiary hospital. We conducted 12 semi-structured interviews and performed a content analysis. The pre- and post-intervention comparisons of nurses' stress, self-perceived anxiety and depression were performed using a paired *t* test.

Results

The 3-month leisure activities programme significantly decreased nurses' job stress ($t=3.80, p<.01$), perceived personal stress ($t=3.30, p<.01$), self-perceived anxiety ($t=3.76, p<.01$) and depression ($t=2.73, p<.01$). The qualitative findings revealed five mechanisms linking leisure activities to subjective well-being: detachment recovery, autonomy, mastery, meaning and affiliation.

Conclusions

A hospital-based leisure activities programme had a positive effect on job stress, self-perceived anxiety and depression, thus improving nurses' well-being.

Implications for Nursing Management

A hospital-based leisure activities programme provides a beneficial strategy for ameliorating nurses' psychosocial issues. Interventions aimed at facilitating or increasing nurses' participation in leisure activities are greatly needed.

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Nurses' role in accomplishing interprofessional coordination: Lessons in 'almost managing' an emergency department team

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ABSTRACT (ENGLISH)

Aim

To describe how nurse coordinators accomplished day-to-day interprofessional coordination in an Australian emergency department team, drawing some lessons for the design of nurse coordinator roles in other settings.

Background

Previous studies have examined leadership *within* nursing teams, and there are a growing number of registered

nurses employed as care coordinators. There is limited literature on how the day-to-day coordination of interprofessional teams is accomplished, and by whom.

Method

Nineteen semi-structured interviews with emergency department registered nurses, doctors and nurse practitioners analysed thematically.

Results

Three themes describe how coordinators accomplished interprofessional coordination: task coordination and oversight, taking action to maintain patient flow and negotiating an ambiguous role.

Conclusion

Better-defined nurse coordinator roles with clearer authority and associated training are essential for consistent practice. However, accomplishing interprofessional coordination will always require the situated knowledge of the complex nursing-medical division of labour in the workplace and the interpersonal relationships that are only gained through experience.

Implications for Nursing Management

The design of nurse coordinator roles must include the thorny question of 'who leads' interprofessional teams in the day-to-day coordination of tasks. New and inexperienced nurses may not have the necessary situated knowledge or interpersonal relationships to succeed. However, such roles offer an important development opportunity for future nurse managers.

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Nurses' critical reflections of working in unit practice councils—A qualitative interview study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aimed to describe nurses' experiences of working as members of unit practice councils.

Background

Health care organisations worldwide want personnel to participate in decision-making. Unit practice councils promote unit-level decision-making over unit-specific issues. Despite extensive research on shared decision-making, few studies have examined the experiences of nurses serving as members of these councils.

Methods

A descriptive qualitative study design was used with semi-structured interviews of 16 nurses in two clinics of a Finnish university hospital. Interviews were analysed using thematic analysis.

Results

The analysis revealed two themes describing nurses' experiences as members of unit practice councils: (i) inchoate

unit practice councils with insufficient allocated working time and (ii) partial empowerment of nurses through the organisation's evolving Magnet project.

Conclusions

Unit practice councils in the studied organisations are inchoate and unable to effectively advance shared decision-making or support nurses' professional autonomy. In the future, the councils require constant support from all leadership levels of the organisation.

Implications for Nursing Management

Sharing decision-making power could be a win-win situation where nurse leaders relinquishing power over certain matters gain time to immerse in wider issues. While acknowledging different organisational roles, there is room for trusting each other's professionalism and respecting autonomous work.

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Nursing and midwifery workforce readiness during a global pandemic: A survey of the experience of one hospital group in the Republic of Ireland

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ABSTRACT (ENGLISH)

Aim

To explore the mobilization of nurses/midwives in a designated hospital group in Ireland during a global pandemic.

Background

The recent global pandemic has resulted in the large-scale worldwide mobilization of registered nurses and midwives working in the acute care sector. There is a dearth of literature reporting the mobilization of this professional workforce.

Method

Mixed-methods design using an electronic survey and facilitated discussion across one Irish hospital group.

Results

Eight of 11 hospitals responded to the survey. There was a 2% vacancy rate prior to the pandemic. Mobilization included reconfiguration of clinical areas and redeployment of 9% of the nursing/midwifery workforce within 2 weeks of the pandemic. A total of 11% ($n=343$) of nurses/midwives were redeployed in 3 months. Nurses/midwives required re-skilling in infection prevention control, enhancement of critical care skills and documentation.

Conclusions

Three key areas were identified to enable the nursing workforce readiness. These are referred to as the three 'R's':

Reconfiguration of specific resources, Redeployment of nurses to dedicated specialist areas and Re-skilling of nurses to safely care for the patients during the pandemic.

Implications for Nursing Management

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The community nurse in Australia. Who are they? A rapid systematic review

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aimed to profile the community nurse in Australia.

Background

The need for nurses in the community health care sector is increasing in response to shorter hospital stays, an aging population and chronic disease. The increase in demand has not been followed by appropriate workforce planning, leading to structural issues and lack of qualified nursing workforce in the community sector.

Evaluation

MEDLINE and ProQuest Public Health and grey literature were searched for records published between 2010 and 2020 relative to the profile of the community nurse in Australia. Twenty-five records (21 publications, 2 databases and 2 reports) were included in the review. Abstracted data followed the principles of workforce planning and included demographics, qualifications and roles.

Key Issues

Inconsistent definitions, self-reported data and a focus on practice nurses have contributed to data irregularities. Little is known about the specific aspects of community nursing work.

Conclusion

A lack of concrete data has overshadowed a community nursing workforce crisis with implications for patients' health and safety across the lifespan.

Implications for Nursing Management

There is urgent need for nurse managers globally to refocus nursing recruitment to the community sector to maintain

Investigation of the relationship between psychological resilience and job performance in Turkish nurses during the Covid-19 pandemic in terms of descriptive characteristics

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ABSTRACT (TURKISH)

Aim

The study is aimed at investigating the relationship between psychological resilience and job performance in nurses during the Covid-19 pandemic in terms of descriptive characteristics.

Background

The emergence of Covid-19 has mainly affected the psychological resilience and job performances of health care professionals, including nurses. To date, no studies have been conducted exploring how psychological resilience contributes to job performances in frontline nurses during the Covid-19 pandemic.

Methods

In this cross-sectional and correlational study conducted with 284 nurses in the Turkey, Brief Resilience and Job Performance Scales were used for data collection.

Results

There was a positive significant relationship between psychological resilience and job performance. Psychological resilience explained 5% of job performance. Psychological resilience levels of the nurses who were ≥ 41 years old and who did their job enthusiastically were higher.

Conclusion

Nurses who are more experienced and who report doing their job enthusiastically have a higher level of psychological resilience. Addressing psychological resilience may contribute to organisational outcomes such as improved job performance in nurses.

Implications for Nursing Management

Using strategies to increase the psychological resilience levels of nurses will significantly contribute to optimization of work efficiency and achievement of quality patient care outcomes.

Influence of caring for COVID-19 patients on nurse's turnover, work satisfaction and quality of care

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aims to examine, through the lens of the Job Demands-Resources model, the influence of caring for COVID-19 patients on nurse's perception of chronic fatigue, quality of care, satisfaction at work and intention to leave their organisation and the profession.

Background

Studies have examined how fear of COVID-19 contributes to the mental, physical and work adjustment among nurses. To date, few studies have been conducted examining how caring for patients with COVID-19 contributes to work outcomes among nurses.

Methods

This is a cross-sectional survey involving 1705 frontline nurses and licensed practical nurses in Quebec, Canada. From these, 782 reported caring for COVID-19 patients.

Results

High chronic fatigue, poor quality of care, lower work satisfaction and higher intention to leave their organisation were found for nurses caring for COVID-19 patients. Poorly prepared and overwhelmed nurses showed higher turnover intention than those well prepared and in control.

Conclusions

There is an urgent need to provide support to nurses during the pandemic, with a long-term strategy to increase their retention.

Implications for Nursing Management

Nurse administrators play an important role in supporting their nurses during a pandemic in the form of education, training and policy development to positively impact quality of care and retention.

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Exploring clinical leadership in long-term care: An integrative literature review

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ABSTRACT (ENGLISH)

Aim

The aim of this study is to understand the concept of clinical leadership and clinical leadership development for nurses working with older adults in long-term care health care facilities.

Background

In Canada, clinical care within long-term care is undertaken by registered nurses and licenced practical nurses working with health care aides. Effective clinical leadership is essential for providing quality nursing care.

Evaluation

An integrative literature review using the framework of Whittemore and Knafel (2005). All selected articles were quality appraised using the Critical Appraisal Skills Program and the accuracy, authority, coverage, objectivity, date and significance checklist.

Key Issues

The analysis resulted in four themes: ambiguous definitions, practice-based and value-driven care, the impact of clinical leadership and clinical leadership development for Canadian nurses.

Conclusion

The findings suggest that ambiguity surrounds the concept of clinical leadership, with the term denoting both 'management' as a formal administrative role and 'leadership' in general. More recently, the clinical leadership focus has been on informal leadership by nurses at the bedside, where personal and professional values align with clinical action.

Implications for nursing management

Effective clinical leadership can have a positive impact on quality care and employee job satisfaction.

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Implementation of evidence in preventing medical device-related pressure injury in ICU patients using the i-PARIHS framework

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ABSTRACT (ENGLISH)

Aim

To examine the effectiveness of implementing the evidence in preventing medical device-related pressure injury (MDRPI) in intensive care patients.

Background

MDRPI is a common problem that significantly complicates patients' medical condition. However, evidence in preventing MDRPI is not properly implemented in clinical practice.

Methods

A pre- and post-implementation study was conducted using the Integrated Promoting Action on Research Implementation in Health Services (i-PARIHS) framework. A baseline survey was implemented; barriers and enablers of evidence implementation were analysed to inform facilitation support strategies, such as training nursing staff and developing resources and tools. Changes in nurses, patients and the system were assessed after evidence implementation.

Results

Nurses' knowledge scores and evidence compliance significantly improved. The incidence of MDRPI in patients decreased from 24.39% to 4.26%. Standardized care and workflows to prevent MDRPI were established.

Conclusion

The i-PARIHS framework supported effective implementation of the evidence in preventing MDRPI, narrowing the gap between evidence and clinical practice.

Implications for Nursing Management

We provide an effective case of transforming evidence into practice based on the i-PARIHS framework. It can be used as a reference for colleagues in intensive care unit (ICU) or other settings to implement MDRPI prevention.

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Evaluation of a proactive hiring model to achieve workforce stability in the intensive care unit

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The purpose was to evaluate an innovative *Prospective Hiring Equation* to determine registered nurse hiring needs.

Background

The American Organization for Nursing Leadership identifies human resource management as a competency for

nurse managers, yet calculations to determine when and how many registered nurses to hire are not readily available.

Methods

We implemented an educational intervention to teach nurse managers the *Prospective Hiring Equation*. We evaluated the processes (adoption and confidence) and outcomes (vacancy rates) using a pre-evaluation/postevaluation design in a single cohort of nurse managers ($n=9$). We used a statistical process control chart to depict mean differences in vacancy rate at baseline and 6-month postimplementation.

Results

Participants ($n=9$) were on average 43 years' old, female, and had 2.94 (SD=2.66) years' of nurse manager experience. Following implementation of the intervention, the combined vacancy rates of the intensive care units improved by 11.8% (SD=7), and use of agency nurses decreased by 42.5% (premedian=7.2, interquartile ratio=3.6, 10.8; postmedian=1.8, interquartile ratio 0.9, 8.55).

Conclusions

The *Prospective Hiring Equation* may be a useful tool to improve nurse managers human resource management competencies.

Implications for Nursing Management

The *Prospective Hiring Equation* may help nurse managers improve accuracy when evaluating hiring needs.

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Organizational learning during COVID-19: A qualitative study of nurses' experiences

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this study is to test the validity of the Organizational Learning in Hospitals model in the context of the COVID-19 pandemic.

Background

Organizational learning is especially crucial in circumstances of intense, complex, enduring change, as with the COVID-19 pandemic. Nurse managers need additional guidance for fostering organizational learning under such circumstances. The Organizational Learning in Hospitals model may be a helpful resource but requires additional validation.

Methods

Semi-structured interviews were conducted to gather 19 nurses' first-hand experiences of organizational learning during the COVID-19 pandemic. Data were analysed using deductive thematic analysis.

Results

Nurses' experiences of organizational learning generally aligned with the tenets of the model. Specifically, effective organizational learning occurred when the contextual factors and mechanisms portrayed in the model converged. Model and contrary cases illustrate this phenomenon.

Conclusions

This study validates and adds context to the model. It offers practical examples of the contextual factors and mechanisms of organizational learning. Leaders can use the model to guide their efforts to foster organizational learning.

Implications for Nursing Management

This study reaffirms the importance of nurse leaders' central role in organizational learning. Nurse leaders can use the Organizational Learning in Hospitals model, and the practical examples provided, to foster organizational learning during challenging times.

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Factors associated with missed nursing care and nurse-assessed quality of care during the COVID-19 pandemic

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ABSTRACT (ENGLISH)

Background

The coronavirus outbreak has brought unprecedented pressures to many health care systems worldwide, potentially compromising nursing care delivery and overall health care services.

Aims

This study identified factors that contributed to missed nursing care and nurse-assessed quality of care during the coronavirus pandemic.

Methods

This study employed a cross-sectional research design using an online survey. Survey respondents were 295 frontline nurses from the Central Region of the Philippines.

Results

Missed care occurred at a low level, with “adequate patient surveillance” as the most often missed nursing care activity. Hospital facility size, nurse staffing levels, and patient safety culture predicted missed nursing care. Personal protective equipment adequacy, nurse staffing levels, and patient safety culture were identified as predictors of quality of care.

Conclusion

Frontline nurses tended to miss clinical aspects of nursing care during the pandemic. Modifying elements of the work environment, including nurse staffing levels, safety culture, and adequacy of protective equipment, may reduce care compromise and improve the quality of nursing care.

Implications for Nursing Management

By addressing the identified predictors, nurse managers could effectively develop appropriate interventions to support the professional role of nurses and ensure the delivery of complete, safe, and quality nursing care during the pandemic.

Bibliography

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Helmy Jameel, A. D., Ramoo, V., Mei, C. C., Danaee, M., & Aljeesh, Y. I. (2022). The impact of organisational communication satisfaction on health care professionals' work engagement. *Journal of Nursing Management*, 30(1), 214-225. doi:<https://doi.org/10.1111/jonm.13476>

AimTo assess the impact of organisational communication satisfaction (OCS) on the work engagement of health care professionals (HCPs).
BackgroundOrganisational communication can influence employees' work engagement, which is an essential component of an organisation's effectiveness. However, these concepts have not been broadly investigated in health care organisations.
MethodsA cross-sectional survey was administered to 235 HCPs in the Gaza Strip, Palestine. The SPSS statistical software (version 25) and partial least squares structural equation modelling (PLS-SEM) were used to analyse the collected data.
ResultsThe HCPs reported a moderate level of OCS ($M=4.96$, $SD=0.94$) and work engagement ($M=5.56$, $SD=0.96$). The impact of OCS on work engagement was found to be positive and statistically significant ($\beta=.524$, $p<.05$). No significant difference was revealed in level of OCS or work engagement among the HCPs according to their job categories. Only years of experience significantly influenced their OCS.
ConclusionImproving HCPs' satisfaction with organisational communication is vital in enhancing their work engagement and, ultimately, sustaining health care manpower.
Implications for Nursing ManagementStrategies for improving the quantity and quality of organisational communication must be prioritized to strengthen work engagement among HCPs. These strategies include management's role in and ways of communicating essential information about their organisations to HCPs.

Cruz, J. P., Alquwez, N., & Ejercito Balay-odao. (2022). Work engagement of nurses and the influence of spiritual climate of hospitals: A cross-sectional study. *Journal of Nursing Management*, 30(1), 279-287. doi:<https://doi.org/10.1111/jonm.13492>

AimThis investigation was endeavoured to study the influence of the hospital's spiritual climate on nurse's work engagement in Saudi Arabia.
BackgroundCreating a safe clinical environment for nurses to express their spirituality despite preferences or religiosity is essential to increase work productivity, satisfaction and commitment.
MethodThis quantitative and cross-sectional research surveyed a convenience sample of 302 nurses employing the 'Utrecht Work Engagement Scale' and 'Spiritual Climate Scale'.
ResultsThe overall average of the respondents in work engagement was 4.33 ($SD=1.10$), with more nurses reporting high or very high work engagement (53.7%). The hospital, age and spiritual climate were recognized as significant predictors of 'vigour'. The hospital's spiritual climate was the only significant factor influencing nurses' 'dedication'. The hospital and spiritual climate significantly influenced the variable 'absorption'.
ConclusionHaving a positive hospital spiritual climate was associated with better work engagement among nurses.
Implications for Nursing ManagementThe findings underscore the significance of ensuring that hospitals have positive spiritual climate and a clinical area that respects, accepts and welcomes various spirituality of nurses. Therefore, nurse managers should ensure that the spirituality of nurses has a safe home in the hospital.

Anne Nathal, d. W., Fokkema, M., & Margot P van, d. D. (2022). The prevalence of stress-related outcomes and occupational well-being among emergency nurses in the netherlands and the role of job factors: A regression tree analysis. *Journal of Nursing Management*, 30(1), 187-197. doi:<https://doi.org/10.1111/jonm.13457>

AimsThis study aims to assess the prevalence of stress-related outcomes (burnout, sleep problems and post-traumatic stress) and occupational well-being (work engagement, job satisfaction and turnover intention) of Dutch emergency room nurses and to identify job factors related to key outcomes.
BackgroundWhile emergency nurses are prone to stress-related outcomes, no large-scale studies have been conducted in the Netherlands. Furthermore, few studies considered combined effects of job factors on emergency nurses' well-being.
MethodsIn 2017, an occupation-specific survey was filled out by 701 (response: 74%) emergency nurses from 19 Dutch hospitals. Decision tree methods were used to identify the most important (combination of) job factors related to key outcomes.
ResultsHigh prevalence of stress-related outcomes and turnover intention were found, while the majority experienced work engagement and were satisfied with their job. Emotional exhaustion was mainly associated with

worktime demands and aggression/conflict situations. Work engagement was mainly associated with developmental opportunities. Conclusions Dutch emergency room nurses are at risk of stress-related outcomes and have high turnover intention, while feeling engaged and satisfied with their job. Implications for Nursing Management To retain and attract emergency room nurses, it is recommended to focus efforts on increasing developmental opportunities, while reducing worktime demands and aggression incidents.

Mohsen, A., Bluvstein, I., Rachel, W. M., & Kagan, I. (2022). Public image of the profession is associated with the choice of nursing career among arab high school students: A cross-sectional study. *Journal of Nursing Management*, 30(1), 310-317. doi:<https://doi.org/10.1111/jonm.13454>

AimsThe aim of this study is to examine (a) public image of nursing and the intention to choose nursing as a future career and (b) the relationship between the public image, gender roles and the choice of the nursing career among Arab high school students. **Background**School graduates from the Arab sector represent an important social group with the potential to provide quality candidates for the nursing profession in Israel. **Methods**In this cross-sectional study, 138 high school students from two Arab schools in Israel completed a structured questionnaire. **Results**One third of the sample intended to choose nursing as a future career. Students from families with a higher level of paternal education and those exposed to the work of nurses perceived nursing as more positive. The profession's public image contributed to the explanation of 21% of the variance of the intention to choose a nursing career. **Conclusion**A positive public image of nursing contributes to decisions about choosing a nursing career in the future among Arab high school students. **Implications for Nursing Management**School graduates may be influenced by providing information and presenting the role of a nurse as significant, as well as by emphasizing the positive image of nursing to parents and influential people in the Arab community.

Tomietto, M., Oikarinen, A., Anna-Maria Tuomikoski, Käsämänoja, T., Oikarainen, A., Juntunen, J., . . . Mikkonen, K. (2022). The ward manager role in the context of nursing and midwifery students' clinical learning: Testing a model. *Journal of Nursing Management*, 30(1), 144-153. doi:<https://doi.org/10.1111/jonm.13475>

AimTo test a model of clinical learning that focuses on the role of the ward manager. **Background**The ward manager's role in supporting clinical learning indirectly focuses on the ward climate connected to students' clinical placements. In this way, the ward manager influences both nursing care and the pedagogical atmosphere in the ward. **Design**Cross-sectional, secondary analysis. **Methods**The sample included nursing and midwifery students (N = 5,776, n = 1,900) who had completed their clinical placement. Data were collected with the Clinical Learning Environment, Supervision and Nurse Teacher scale. Structural equation modelling was adopted to test the hypotheses. **Results**Estimates of the model parameters demonstrated that a ward manager's leadership style influences both the premises of nursing at the ward (0.84, $p < .001$) and the pedagogical atmosphere (0.93, $p < .001$), although the pedagogical atmosphere affects the mentoring relationship (0.87–0.86, $p < .001$). **Conclusions**Ward managers exert a significant influence on the clinical learning environment via their support for an effective pedagogical atmosphere and, consequently, effective mentoring. **Implications for Nursing Management**Leadership style guides both the premises of nursing at the ward and pedagogical atmosphere. These findings recommend that ward managers should be involved in promoting a supportive learning climate, which supports the mentor–student relationship and, eventually, leads to effective clinical learning.

Huang, R., Sun, H., Chen, G., Li, Y., & Wang, J. (2022). Second-victim experience and support among nurses in mainland china. *Journal of Nursing Management*, 30(1), 260-267. doi:<https://doi.org/10.1111/jonm.13490>

AimsTo investigate the experience and support of nurses as second victims in adverse events and explore factors. **Background**Adverse events have significant negative influences on healthcare professionals. However, there is still a lack of research on the impacts of individual and event factors. **Methods**A cross-sectional survey via a self-report electronic questionnaire was sent to approximately 6400 nurses from six tertiary comprehensive hospitals in mainland China. The socio-demographic, adverse event-related information and second-victim experience and support questionnaires were used. **Results**Approximately 2897 (45.26%) of nurses were involved in at least one adverse event that mainly caused psychological distress. Male nurses, Grade I adverse events, public reports and

discussions of adverse events were related to the second-victim reaction. Discussing with a respected colleague was the most strongly desired form of support. Conclusions Chinese nurses have reported a high prevalence of psychological reactions. Follow-up studies must consider other potential factors. Implications for Nursing Management Nursing managers should consider the factors that affect second victims and provide support based on the expectations of nurses. Psychological first-aid and immediate and mid- to long-term support strategies should be provided to help the second victim alleviate distress.

Durgun, H., Berna Köktürk Dalcalı, & Bayraktar, F. (2022). Mental images of nurses regarding COVID-19: A metaphor study. *Journal of Nursing Management*, 30(1), 53-61. doi:<https://doi.org/10.1111/jonm.13482>

AimThe purpose of this study is to understand the thoughts and perceptions of nurses caring for patients with COVID-19 diagnosis about the COVID-19 pandemic. **Background**The nursing profession, with the basic duty of caring for people, is among the professional groups most affected by COVID-19. The high rate of transmission of COVID-19, inadequate numbers of nurses for the increasing case numbers, inadequate personal protective equipment and increases in numbers of deaths negatively affected nurses, as they affected all health professionals. **Methods**This research is phenomenological research. A parallel mixed design including quantitative and qualitative research methods was used in the research. A sociodemographic data form and metaphor perception related to the COVID-19 pandemic form were used for data collection. Responses of nurses to the open-ended metaphor questions were evaluated with descriptive analysis and content analysis using the document investigation method. **Results**The research was completed with 227 nurses. Most of the nurses were employed in COVID-19 wards (68.3%), were not diagnosed with COVID-19 (65.2%) and had not lost any relatives to COVID-19 (59.0%). It was determined that the answers given by the nurses comprised 151 metaphors collected in eight categories in total. **Conclusion**The results show that the metaphors mentioned by nurses involve hopelessness. **Implications for Nursing Management**This study reflects the ideas of nurses who are working with all their might during the COVID-19 pandemic and reveals the psychological status of the nurses.

Engström, M., Mårtensson, G., Pålsson, Y., & Strömberg, A. (2022). What relationships can be found between nurses' working life and turnover? A mixed-methods approach. *Journal of Nursing Management*, 30(1), 288-297. doi:<https://doi.org/10.1111/jonm.13494>

AimThis study aimed to describe why registered nurses decide to leave their work and to investigate relationships between registered nurses' working life and turnover (leaving the unit vs. leaving the profession). **Background**Much research has explored nurses' intention to leave, whereas less research has looked at turnover and especially leaving the profession. **Methods**Data were collected using questionnaires and interviews. **Results**The three most common reasons for both groups (leaving the profession, n=40; leaving unit but not profession, n=256) were high workload, low salary and applied for and got a new job. Multivariate logistic regression analysis revealed statistically significant relationships between turnover and empowering structures, such as access to resources and informal power as well as the factor learning in thriving. **Conclusions**Structural empowerment, such as good access to resources and informal power, is important to keeping nurses in the profession, whereas learning seems to increase the risk of leaving the profession when variables such as vitality, resources, informal power and age are held constant. **Implications for Nursing Management**To counteract nurses leaving the profession, managers must provide nurses with good access to resources and informal power, such as networks within and outside the organisation, and focus on nurses' vitality.

Almutairi, H., & Bahari, G. (2022). A multisite survey of managerial competence and organizational commitment among nurses working at public hospitals in Saudi Arabia. *Journal of Nursing Management*, 30(1), 179-186. doi:<https://doi.org/10.1111/jonm.13453>

AimsThe purpose of this study was to determine the relationship between managerial competence level and organizational commitment among nurses in Saudi Arabia. **Background**Nurse managers who have a high degree of managerial competency and/or organizational commitment are seen as role models by their employees and can affect employees' sense of belonging to the organization. **Methods**A cross-sectional, multisite study was conducted

with 226 eligible nurses working at six public hospitals in Saudi Arabia. Data were collected from March through June 2021 through an online self-administered survey. Multivariate regression was used to determine the relationship between managerial competence and organizational commitment while controlling for demographic variables. Results Both managerial competence (M=152.9, SD=48.41, range: 54–216) and organizational commitment (M=49.4, SD=22.15, range: 18–121) were reported to be slightly moderate among the sample. A significant positive association also existed between managerial competence and organizational commitment variables ($r = .510$, $p < .05$). Conclusions Future studies addressing potential issues for improving managerial competence and organizational commitment in clinical environments are recommended. Implications for Nursing Management Nurse administrations should use highly standard guidelines to improve nurses' managerial competence and organizational commitment.

Isabel M López-Medina, Inmaculada Sánchez-García, Francisco P García-Fernández, & Pedro L Pancorbo-Hidalgo. (2022). Nurses and ward managers' perceptions of leadership in the evidence-based practice: A qualitative study. *Journal of Nursing Management*, 30(1), 135-143. doi:<https://doi.org/10.1111/jonm.13469>

AimTo describe nurses and ward managers' experiences with nursing leadership in the implementation of evidence-based practice. **Background**The implementation of evidence-based practice requires to identify the most suitable styles of nursing leadership for the successful application. **Design**A qualitative descriptive study. **Methods**The study was carried out with 57 nurses (clinical nurses and ward managers) in eight focus groups from five public hospitals. Template analysis, using the Promoting Action on Research Implementation in Health Services framework, was used. The Consolidated Criteria for Reporting Qualitative Research guide was followed in planning and reporting this research. **Results**Three types of nursing leadership were identified: traditional leadership, medium leadership and transformational leadership. Traditional leadership was the most frequent, with a predominance of bureaucratic tasks for ward managers, so implementation of evidence-based practice is difficult. **Conclusion**Nurses do not feel empowered and they perceive the changes as an imposition. In the absence of strong leadership for evidence-based practice, a natural leader emerges. **Implications for Nursing Management**Clinical nurses demand more empowerment for decision-making, and ward managers need clarity of roles. To create an environment favourable to evidence-based practice, it is necessary consider the role of the transformational leader.

Cleaver, K., Markowski, M., & Wels, J. (2022). Factors influencing older nurses' decision making around the timing of retirement: An explorative mixed-method study. *Journal of Nursing Management*, 30(1), 169-178. doi:<https://doi.org/10.1111/jonm.13447>

AimThis study aimed to understand factors influencing decision making of older nurses around timing of retirement. **Background**Global nursing shortages require flexible nurse retention strategies. **Methods**An explanatory sequential mixed-method approach: nurses across seven health care organisations within one integrated care system responded to an online survey ($n = 524$). Semistructured interviews and a focus group were conducted ($n = 19$). **Results**Survey data confirmed age as a key factor influencing nurses' decision making. Factors associated with retention were flexible working conditions, financial considerations and feeling valued. Factors associated with attrition were poor or deteriorating health, stress and wish for more time with family and friends. Logit regression confirmed that flexible work patterns are the strongest predictors for working beyond retirement. Qualitative data revealed that retirement plans are accompanied by personal milestones; the work environment heavily influences these plans. **Conclusions**Reasons for retirement are multifaceted, but many factors are within the control of employers. Organisational policies, practices and workplace culture have a bearing on decisions surrounding the timing of retirement. **Implications for Nursing Management**Retention strategies that allow older nurses to work part-time are key, and nurse managers need to proactively engage with older nurses to discuss their retirement plans.

Miguel Rodríguez-Arrastia, Manuel García-Martín, Esperanza Villegas-Aguilar, Carmen Roperro-Padilla, Luis Martín-Ibañez, & Roman, P. (2022). Emotional and psychological implications for healthcare professionals in disasters or mass casualties: A systematic review. *Journal of Nursing Management*, 30(1), 298-309. doi:<https://doi.org/10.1111/jonm.13474>

AimTo synthesize and describe the emotional and psychological implications for healthcare professionals who provided care in a mass casualty incident or disaster.**Background**The experience of healthcare providers immersed in the actual uncertainty of an ongoing disaster is real, challenging, complex and strongly connected with emotions. Identifying these implications for healthcare professionals is essential for developing strategies to help these professionals deliver high-quality care.**Evaluation**A systematic review was conducted in PubMed, CINAHL, Scopus, Nursing & Allied Health Database and PsycINFO using published data until February 2021 and following the PRISMA guidelines.**Key issues**Nineteen articles were included. Factors associated with negative psychological implications were identified and different strategies have been synthesized to prevent or reduce them when caring for the victims of a disaster.**Conclusions**Feelings of sadness, helplessness, fear and blockage, among others, were identified as common reactions among nurses and other healthcare professionals dealing in mass casualties or disasters. These reactions may lead to post-traumatic disorder, turning professionals into hidden victims.**Implications for nursing management**Organizations, senior charge nurses and other health service managers need to foster resilience and flexibility among their workforce to improve self-care during a disaster, as well as ensure policies to address a lack of emotional preparedness among their personnel. Some strategies to consider include cognitive behavioural therapy, psychoeducation or meditation.

Zhang, H., Peng, Z., Chen, Q., & Liu, W. (2022). A cross-sectional study of implicit rationing of care in publicly funded nursing homes in Shanghai, China. *Journal of Nursing Management*, 30(1), 345-355.
doi:<https://doi.org/10.1111/jonm.13479>

AimsTo investigate the level of implicit care rationing and its association with training needs in nursing homes in Shanghai, China.**Background**Nursing homes in Shanghai are confronted with a lack of care resources. Implicit care rationing can emerge due to inadequate training of care workers.**Methods**A cross-sectional survey was conducted between 10 September and 17 November 2020. A total of 374 care workers from 16 randomly selected nursing homes from each of the administrative districts participated the surveys. The Basel Extent of Rationing of Nursing Care-Nursing Home instrument and the training needs analysis were adopted to measure implicit care rationing and training needs, respectively. Multiple regression techniques were used to explore the factors associated with implicit care rationing.**Results**Activities related to social care, documentation and activation/rehabilitation (mean rating=2.8, 1.89 and 1.93 respectively) were mostly likely to be rationed. Training needs of activities of daily living (ADL), activation/rehabilitation and documentation were significantly related to their implicit rationing ($\beta=0.864, 0.21$ and 0.166 , respectively, $p<.01$).**Conclusion**Training needs are crucial determinants of implicit care rationing.**Implications for nursing management**Quality control systems are needed to ensure care comprehensiveness. The current training system should be re-designed according to results of training needs analysis.

Labrague, L. J., Sabei, S. A., Rawajfah, O. A., AbuAlRub, R., & Burney, I. (2022). Interprofessional collaboration as a mediator in the relationship between nurse work environment, patient safety outcomes and job satisfaction among nurses. *Journal of Nursing Management*, 30(1), 268-278. doi:<https://doi.org/10.1111/jonm.13491>

BackgroundAs an important organisational feature, the nurse work environment has been associated with increased work effectiveness, reduced patient safety issues and improved care quality. However, the mechanism underlying this association remains unexplored.**Aim**This study aims to assess the mediating role of interprofessional collaboration in the relationships between nurse work environment, select patient safety outcomes and job satisfaction.**Methods**This cross-sectional, descriptive study used five standardized scales and included 881 clinical nurses employed in select teaching hospitals in Oman.**Results**Nurses who worked in teaching hospitals in Oman perceived their work environment as highly favourable. Nurse work environment was directly and indirectly associated with nurse-assessed quality of care, adverse patient events and job satisfaction, through interprofessional collaborations.**Conclusion**Findings of the study suggest that enhancing nurse work environments can be a potential strategy to foster interprofessional collaboration and improve job satisfaction and patient safety outcomes.**Implications for Nursing Management**Organisational strategies to improve patient safety outcomes and job satisfaction in nurses can be facilitated by improving nurses' work conditions and enhancing interprofessional collaboration through supportive leadership, theory-driven approaches, obtaining hospital accreditation/certification

and relevant workplace policies.

Oncu, Y. A., & Seyda, S. I. (2022). Nurses' view of implementation evidence-based fall prevention interventions: A qualitative study. *Journal of Nursing Management*, 30(1), 234-242. doi:<https://doi.org/10.1111/jonm.13480>

AimThe purpose of this descriptive qualitative study was to evaluate nurses' views of implementation evidence-based fall prevention interventions.
MethodsThe study was conducted with participation of nurses who worked in a training and research hospital after evidence-based fall prevention interventions had been implemented. Interviews were done with 17 nurses who participated in all training courses.
ResultsThe evaluation of the interventions was examined, and three themes were extracted through analysis: 'effectiveness of training programme', 'barriers' and 'suggestions'.
ConclusionNurses emphasized that evidence-based fall prevention interventions are usable in hospital, but team collaboration and administrative support are required for better outcomes.
Implications for Nursing ManagementThe study result shows that fall prevention interventions should be introduced to all health care professionals, through the use of various training methods. Training should be given to patients and their caregivers, and barriers that nurses stated like understaffing, lack of materials and tools that ensure patient safety and internet (research/scientific information) access restriction should be reduced.

Mustafa Sabri Kovancı, & Azize Atlı Özbaş. (2022). 'Young saplings on fire' newly graduated nurses in the COVID-19 pandemic: A qualitative study. *Journal of Nursing Management*, 30(1), 15-24. doi:<https://doi.org/10.1111/jonm.13460>

AimTo explore the experiences of newly graduated nurses during the pandemic.
BackgroundNewly graduated nurses were employed during the pandemic by several countries to meet the increasing demand for healthcare services.
MethodsA descriptive qualitative study with thematic analysis. The study was conducted with 14 newly graduated nurses.
ResultsThemes were systematized into four variables of the system research organization model, and a total of 12 themes were identified. Nurses, who started to work in the beginning months of the pandemic, faced several difficulties in their transition period, including the difficulties of starting employment and the effects of the pandemic on both society and health systems.
ConclusionsDuring the pandemic, newly graduated nurses faced various difficulties in transition processes, difficulties in starting the employment process and the effects of the pandemic on both society and health systems. In order to reduce these effects, regulations are needed at all stages of the health system.
Implications for Nursing ManagementIt is the responsibility of health system policymakers, hospital managers, nurse managers and senior nurses to ensure that newly graduated nurses endure these pandemic conditions, which are quite challenging even for senior nurses, without any damage, and continue in the profession.

Darbyshire, P., & Thompson, D. R. (2022). Killing us softly with their wrongs: Nursing academia's 'killer elite' continue unabated. *Journal of Nursing Management*, 30(1), 1-3. doi:<https://doi.org/10.1111/jonm.13391>

Hwang, E., & Yi, Y. (2022). Workplace spirituality and organizational justice in turnover intention of mental health professionals at small-sized centres. *Journal of Nursing Management*, 30(1), 328-335. doi:<https://doi.org/10.1111/jonm.13459>

AimTo investigate the influence of workplace spirituality and organizational justice on the turnover intentions of mental health professionals working in small-sized communities.
BackgroundMany community mental health facilities in Korea are consist of the small size of members, and the turnover rate of mental health professionals is high. However, the influence of individual and organizational factors for lowering the turnover is not clearly identified.
MethodThis was a descriptive study. Data of 168 participants were collected through a self-reported online questionnaire using a convenience sample, June 2020.
ResultMultiple regression analysis uses interactional justice ($\beta = -.437, p = .002$), distributional justice ($\beta = -.190, p = .011$) and age ($\beta = -.152, p = .033$) that were the most important predictors of turnover intention.
ConclusionOrgnisational factors such as distributional and interactional justice affect to reduce turnover intention more than an individual factor like the workplace spirituality of professionals.
Implications for Nursing ManagementSmall-sized mental health institutions in the community should establish a clear working guideline that can make the distribution, procedure and interactional justice. Because only

a small percentage of nurses work at community mental health facilities, it is necessary to reduce turnover by creating a work environment where young nurse practitioners can work long-term and grow into leaders.

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