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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	182016*

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

Measuring work engagement in a multigenerational nursing workforce

Hisel, Mariann E ¹

¹ Grand Canyon University, Phoenix, AZ, USA

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To examine the level of work engagement among Veteran-aged, Baby Boomer, Generation X, (Gen X) and Millennial registered nurses.

Background

Workforce engagement plays a critical role in health care organisations. Organisations with a highly engaged nursing workforce outperform those organisations that have disengaged or non-engaged employees.

Method

Quantitative non-experimental causal comparative study measured multigenerational nurses' level of work engagement.

Results

Veteran-aged nurses were the most engaged, followed by Baby Boomer, Gen X and Millennial. The sample scored highest on dedication and lowest on vigour. Veterans and Baby Boomer nurses were statistically different than Gen X and Millennial nurses in their level of engagement. There were no statistical differences between Veteran and Baby Boomers and between Gen X and Millennials in their level of engagement.

Conclusions

Gen X and Millennial RNs scored lowest on level of engagement and are statistically similar in their level of disengagement.

Implication for Nursing Management

Nurse managers must prioritize engagement strategies as a core function of their leadership role. It is essential that leaders cultivate an employee engagement culture across a multigenerational workforce. Nurse leaders should take full advantage of the experience of the retiring generations to mentor and transfer critical knowledge to the Gen X and Millennial nurses.

Psychometric properties of the Chinese version of the instrument for measuring different types of cognitive load (MDT-CL)

Zhang, Shan ¹ ; Wu, Ying ¹

; Fu, Ziyuan ¹ ; Lu, Yating ¹ ; Wang, Qingyu ¹ ; Liu, Mingxuan ¹ ¹ School of Nursing, Capital Medical University, Beijing, China

ABSTRACT (ENGLISH)

Aim

To translate the instrument for measuring different types of cognitive load (MDT-CL) into Chinese and assess the reliability and validity of the Chinese version of the MDT-CL.

Background

The MDT-CL is needed for hospital administrators to identify which nursing staff are prone to high cognitive load and to provide tailored interventions for specific types of cognitive load.

Methods

The MDT-CL was translated into Chinese using forward and back translation, cultural adaptation and pilot tested. The reliability and validity of the instrument were assessed with intensive care unit (ICU) nurses in three tertiary hospitals in China.

Results

A total of 222 ICU nurses were recruited. The scale-content validity index of the Chinese version of the MDT-CL was 0.966. Confirmatory factor analysis indicated that all the goodness-of-fit indicators were acceptable. Cronbach's α coefficient was 0.818. Test-retest reliability was 0.785.

Conclusions

The Chinese version of the MDT-CL is a valid and reliable instrument for evaluating the cognitive load of ICU nurses in China.

Implications for nursing management

The validated Chinese version of the MDT-CL is a feasible, quantitative tool for evaluating different types of cognitive load in busy clinical practice, suggesting significant clinical application value.

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High resilience leads to better work performance in nurses: Evidence from South Asia

Walpita, Yasaswi N ¹

; Arambepola, Carukshi ² ¹ Department of Community Medicine, Faculty of Medicine, University of Colombo, Colombo, Sri Lanka; Division of Population Medicine, School of Medicine, University of Cardiff, Cardiff, UK ² Department of Community Medicine, Faculty of Medicine, University of Colombo, Colombo, Sri Lanka

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To find out how resilience level is related to work performance of nurses.

Background

Resilience is a developable and teachable skill which helps to recover from adversities and continue functioning above the norm. Though combating negative effects at work such as burnout is widely researched, harnessing positive organisational effects such as work performance through resilience is yet to be well-established.

Methods

Cross-sectional study enrolled 230 nurses from Sri Lanka. The level of resilience at work and performance were assessed using culturally adapted and validated tools. How each resilience subscale predicted the nursing performance was assessed using bivariate correlation and linear regression analysis using ordinary least squares method.

Results

The total resilience scale score demonstrated significant and strong positive correlations with all subdomains of nursing performance, as well as with overall performance ($p < .05$). In linear regression model, six out of seven subscales in resilience scale predicted 70.5% of variance of work performance.

Conclusion

Higher resilience level at work is associated with better working performance among nurses.

Implications for Nursing Management

Nursing profession is well-known to be of highly stressful and fostering resilience would be extremely useful as an investment to combat such negative effects, while yielding positive organisational benefits such as better work performance.

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Nursing home staff experiences of implementing mentorship programmes: A systematic review and qualitative meta-synthesis

Liao, Lulu ¹

; Xiao, Lily Dongxia ²; Chen, Huijing ¹; Xin Yin Wu ³; Zhao, Yinan ¹; Hu, Mingyue ¹; Hu, Hengyu ¹; Li, Hui ⁴; Yang, Xiufen ¹; Feng, Hui ⁵ ¹ Xiangya School of Nursing, Central South University, Changsha, China ² Xiangya School of Nursing, Central South University, Changsha, China; College of Nursing and Health Sciences, Flinders University, Adelaide, SA, Australia ³ Department of Epidemiology and Biostatistics, Xiangya School of Public Health, Central South University, Changsha, China ⁴ Third Xiangya Hospital of Central South University, Changsha, China ⁵ Xiangya School of Nursing, Central South University, Changsha, China; Xiangya-Oceanwide Health Management Research Institute, Central South University, Changsha, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To determine nursing home staff experiences in mentorship programmes, and staff perceptions of the enablers and barriers to implement mentorship programmes.

Background

Mentorship programmes are perceived as playing an important role in improving the quality of care in nursing homes. However, little is known about research evidence across the global about staff's experiences in the programmes.

Methods

A search for studies published from the earliest available date to April 2019 was undertaken. Two reviewers performed data extraction and an appraisal of eight studies using tools from the Joanna Briggs Institute. A pragmatic

meta-aggregative approach was applied to synthesise the findings. The qualitative research that was included was analysed to identify 63 findings that were organised into 12 categories and combined into three syntheses.

Results

The implementation of effective mentorship programmes is influenced by three factors: mentor capability, opportunity in the mentorship programmes, and motivation in the mentorship programmes.

Conclusions

There are a number of studies of nursing home staff experiences of mentorship programmes. However, systematic reviews that synthesise findings in this field are lacking. It is crucial to tailor the programme design to suit each unique nursing home care setting. We identified barriers and enablers, and learned that no barriers are insurmountable.

Implications for Nursing Management

Findings will inform nurse managers of an ideal environment for the implementation of a successful mentorship programme. Nursing homes need to establish and sustain mentorship programmes to help improve workforce capacity in delivering high-quality care for residents.

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The transcultural adaptation and the validity and reliability of the Turkish Version of Perroca's Patient Classification Instrument

Ayan, Guzin ¹

; Türkmen, Emine ²

¹ Critical Care Nurse, American Hospital, Istanbul, Turkey ² Koc University School of Nursing, Istanbul, Turkey

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study examines the transcultural adaptation and the reliability and validity of the Turkish version of Perroca's Patient Classification Instrument.

Background

Nurse managers need valid and reliable patient classification tools for determining patients' acuity or dependency levels on nursing care for measuring nursing workloads.

Methods

This study was conducted in two stages in a private hospital in Istanbul, Turkey. First, the instrument was translated, and its content validation was analysed. In the second stage, data were gathered from 300 hospitalized patients and were analysed by factor analyses, Cronbach's alpha and Cohen's kappa.

Results

Validity testing with ten experts revealed a scale-content validity index of 0.93. Exploratory factor analysis revealed a two-dimensional instrument with distinct factor loadings and a variance of 66.97%. The confirmatory factor analysis revealed that the fit indices were satisfactory. This instrument had an overall Cronbach's alpha coefficient of .86 and Cohen's kappa coefficient of .826.

Conclusion

The study provides evidence that the Turkish version of Perroca's Patient Classification Instrument is a valid and

reliable tool to determine patients' acuity levels on nursing care.

Implications for Nursing Management

This instrument may be used by nurse managers to determine acuity levels of patients and measure nursing workload.

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A survey on the training needs of caregivers in five European countries

Pavlidis, George ¹

; Downs, Carolyn ²; T Bartosz Kalinowski ³; Ilona Swiatek-Barylska ³; Lazuras, Lambros ⁴; Ypsilanti, Antonia ⁴; Tsatali, Marianna ⁵ ¹ Linköping University, Norrköping, Sweden; South East European Research Centre, Thessaloniki, Greece ² Lancaster University, Lancaster, UK ³ University of Lodz, Lodz, Poland ⁴ Sheffield Hallam University, Sheffield, UK ⁵ South East European Research Centre, Thessaloniki, Greece

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This survey explored caregivers' perceived training needs in 5 European countries (United Kingdom, Greece, Bulgaria, Poland and Italy).

Background

Training can enhance the professional capacity of caregivers; however, caregivers' training needs within Europe have not been examined recently.

Methods

A survey conducted in 2015 captured data from 550 caregivers using a convenience sampling strategy, through a structured questionnaire and additional open-ended items and by conducting statistical and content analysis.

Results

The results indicated *basic nursing skills* and *specialization*, as well as training in *psychology-related skills* like *time management*, *emotion regulation*, *communication* and *advanced health care systems* as the emerging training needs. There were some country differences in specific training need areas.

Conclusions

It was concluded that training in basic nursing skills and specialization in nursing specific conditions, in advanced health care systems and in *psychology-related skills* could add to the professional capacity of European caregivers employed in health and social care.

Implications for nursing management

The findings inform about employed caregivers' training needs in Europe, which may contribute in the provision of quality care and organisational efficiency in health and social care.

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Model to estimate the nursing workload required by trauma victims on intensive care unit discharge

de Souza Nogueira, Lilia ¹

; Regina Marcia Cardoso de Sousa ¹

; Daiana Terra Nacer ¹

; Ane Karoline Silva Bonfim ¹

; Fernandes, Lillian Caroline ¹

; Dyenily Alessi Sloboda ¹

¹ School of Nursing, University of São Paulo, São Paulo, Brazil

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To validate a model to estimate the nursing workload required by trauma victims on intensive care unit (ICU) discharge.

Background

Identifying a reliable model of nursing workload measurement that can assist professionals.

Methods

A prospective cohort study conducted in 2010 (first phase) and 2015 (second phase) with 342 trauma victims admitted into the ICU of four hospitals located in São Paulo, Brazil. The original model was created during the first phase and included the Simplified Acute Physiology Score and New Injury Severity Score variables. Coefficients of determination (R^2) were calculated to identify the reliability.

Results

The original model presented high reliability ($R^2 = 44\%$) in the hospital of origin, and unsatisfactory performance ($R^2 < 4\%$) in the other institutions. An improvement in R^2 was observed after adjusting the coefficients for each hospital.

Conclusion

For the Nursing Activities Score prediction of survivors for ICU discharge, trauma centres must validate the original model with coefficient adjustments for their population, or preferably derive their own models.

Implications for nursing management

Although models are useful in predicting discharge of these ICU patients, for treatment continuity after critical care and for organising services, the study showed that they should be evaluated prior to use for nursing management.

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Empowerment of front-line leaders in an online learning, certificate programme

Abel, Sarah E ¹

; Hall, Mellisa ²; Swartz, Mary Jane ²; Madigan, Elizabeth A ³

¹ College of Nursing and Health Professions, University of Southern Indiana, Evansville, Indiana; Sigma Theta Tau International Honor Society of Nursing, Indianapolis, Indiana ² College of Nursing and Health Professions, University of Southern Indiana, Evansville, Indiana ³ Sigma Theta Tau International Honor Society of Nursing, Indianapolis, Indiana

ABSTRACT (ENGLISH)

Aim

To evaluate the effectiveness of an online learning, certificate programme for front-line nurse leaders' sense of empowerment.

Background

Front-line leaders play a crucial role in health care. Current training is often inadequate. The Institute of Medicine report on The Future of Nursing: Leading Change, Advancing Health (2010) recommends nurses at all levels receive training for their role.

Methods

A pre- to post-study design was used; instruments included Conditions for Work Effectiveness Questionnaire, Psychological Empowerment Scale, intent to stay, and self-reported knowledge and effectiveness of intervention questions. This study evaluated the effects of online learning for 29 acute care front-line leaders in the USA and Australia.

Results

Structural empowerment significantly improved, pre-assessment ($M = 18.50$, $SD = 1.6940$) to post-assessment ($M = 19.47$, $SD = 1.6940$). There was no significant difference in intent to stay or overall psychological empowerment. Participants agreed (24/29, 83%) the intervention contributed to their 'sense of empowerment in their role' and 'ability to create an empowering work environment'.

Conclusion

Online learning was effective and could be integrated into orientation and/or continuing education plans to develop empowering work environments.

Implications for Nursing Management

Online learning may be a means of educating and empowering front-line leaders for their role.

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Social comparison and perceived envy-motivated communication involving travel nurses: A qualitative study

Gan, Ivan ¹

¹ Department of Arts & Communication, University of Houston-Downtown, Houston, TX, USA

ABSTRACT (ENGLISH)

Aim

This study investigated travel nurses' perception of their communication and relational experiences with other nurses.

Background

It is common for nurses to offer and to accept help, especially since nurses enter and exit numerous nursing teams throughout their careers and sometimes several times within a single shift. The social norm of reciprocity suggests

that nurses supported by other nurses will likely reciprocate in prosocial behaviour. However, when and whom one can or will help highlight differences in individuals' ability to share and compete for personal and professional resources.

Method

Thematic analysis on data collected through semi-structured interviews.

Results

Four categories of perceived envy-motivated communication conceptualize nurses' communication and relational experiences.

Conclusion

This study underscores the pervasiveness of social comparison and perceived envy-motivated communication among nurses.

Implications for Nursing Management

Nurse managers should explore how they might leverage social comparison and the effects of envy to improve unit productivity. One strategy that nurse managers might adopt to promote fairness perception and trust is to communicate expressly how they allocate resources to their nurses. A sequential strategy to level the gap in nurses' exposure to different ways of overcoming resource deficiencies is to encourage mutual learning as prosocial behaviour.

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Effects of bullying on job insecurity and deviant behaviors in nurses: Roles of resilience and support

Sarwar, Aisha ¹

; Naseer, Saima ² ; Zhong, Jimmy Y ³

¹ Department of Management and Social Sciences, Capital university of Science and Technology, Islamabad, Pakistan ² Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan ³ School of Psychology, Georgia Institute of Technology, Atlanta, GA, USA

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The present study tested a moderated mediation model in the Hospital industry of Pakistan. Extending the Conservation of Resources theory, we conducted a joint investigation of the mediating role of (a) *Job Insecurity* in linking *Workplace Bullying* with victim's *deviant work behaviors* and (b) the moderating roles of *Resilience* and *Perceived Supervisor Support* in influencing the mediation.

Background

Although the direct effects of bullying on deviant work were well established, the mechanisms and the boundary conditions through which bullying triggers deviant behaviors are still unknown.

Method

Utilizing temporally segregated field data from a sample of nurses and their fellow colleagues ($n = 251$ dyads), a quantitative study was conducted in Pakistani hospitals.

Results

Results were consistent with our hypothesized moderated mediation (mod-med) framework in which workplace bullying led to deviant work behaviors in nurses via job insecurity. Moreover, this indirect effect was salient under

nurses' low resilience and perceptions of supervisor support.

Conclusion

Based on these findings, the relationship between workplace bullying and deviant work behaviors appears to be more complex than what is commonly believed.

Implications for Nursing Management

The findings of the present study emphasize how and why bullying at workplace (particularly nurses) generates deviant work behavior.

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Dementia care in acute hospitals—A qualitative study on nurse managers' perceived challenges and solutions

Scerri, Anthony ¹

; Innes, Anthea ²; Scerri, Charles ³ ¹ Department of Nursing, Faculty of Health Sciences, University of Malta, Msida, Malta ² Salford Institute for Dementia, University of Salford, Manchester, UK ³ Department of Pathology, Faculty of Medicine and Surgery, University of Malta, Msida, Malta

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this study was to explore the perceived challenges of nurse managers when caring for patients with dementia in acute hospitals and identify possible solutions to address these challenges.

Background

Although dementia care in acute hospitals is suboptimal, few solutions have been identified. Multi-level factors need to be considered to promote changes in practice.

Method

Two focus groups were held with sixteen nurse managers responsible for eleven acute medical wards in Malta. Deductive qualitative analysis using an adapted version of McKinsey 7-S model was used as an a priori framework to categorize the perceived challenges and solutions.

Results

The nursing managers identified a number of organizational challenges that have a direct impact on the quality of care of patients with dementia. They also suggested a number of solutions such as realigning the hospital strategy, improving training and care coordination, redesigning the ward environment and changing leadership styles.

Conclusion

This study highlight the complexity of improving dementia care in hospitals and continues to show that a system-wide approach is needed.

Implications for Nursing Management

Understanding the challenges and identifying possible solutions can help hospital staff provide better person-centred dementia care.

Factors influencing work engagement among psychiatric nurses in Japan

Mukaihata, Tsuyoshi ¹

; Fujimoto, Hirokazu ²; Greiner, Chieko ³ ¹ Department of Nursing, Hyogo University of Health Sciences, Kobe, Japan; ² Department of Nursing, Graduate School of Health Sciences, Kobe University, Kobe, Japan ³ Department of Nursing, Hyogo University of Health Sciences, Kobe, Japan ³ Department of Nursing, Graduate School of Health Sciences, Kobe University, Kobe, Japan

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To identify the factors influencing work engagement among psychiatric nurses.

Background

Work engagement is an essential outcome that promotes nurses' performance, but studies investigating its influencing factors remain limited in psychiatric settings. We hypothesized that job resources and personal resources positively predict psychiatric nurses' work engagement and have a particularly positive impact on engagement when job demand is high.

Methods

This cross-sectional study included 425 Japanese psychiatric nurses. Data regarding demographics, job resources, personal resources (emotional intelligence), job demand (patients' attitude towards nurses) and work engagement were collected followed by data analysis using hierarchical multiple regression.

Results

Reward, supervisor support, nurse–physician collaboration, other-emotion appraisal and use of emotions were positively related to work engagement. Patients' unpleasant attitude towards nurses boosted the association of reward and supervisor support with work engagement.

Conclusions

Certain job resources, empathic ability and self-motivation ability may enhance work engagement. Furthermore, reward and supervisor support may be particularly useful when psychiatric nurses face patients' unpleasant attitude.

Implications for Nursing Management

For enhancing psychiatric nurses' work engagement, nursing leaders should educate nurses' skills related to empathy and self-motivation, consider whether nurses are confronted with patients' unpleasant attitude, and improve the job resources.

Association between nursing work environment and compassion satisfaction among clinical nurses

Baek, Jihyun ¹

; Cho, Hyeonmi ²

; Han, Kihye ³

; Lee, Haeyoung³

¹ College of Nursing, The Research Institute of Nursing Science, Seoul National University, Seoul, Republic of Korea ² University of Wisconsin-Madison School of Nursing, Madison, Wisconsin ³ College of Nursing, Chung-Ang University, Seoul, Republic of Korea

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study investigated the association between nursing work environment and compassion satisfaction among clinical nurses.

Background

Nursing work environment and compassion satisfaction are important factors for preventing burnout and decreasing clinical nurse turnover.

Method

This study used a secondary analysis and obtained data from a previous cross-sectional study.

Results

The mean scores (mean \pm SD) for the nursing work environment and compassion satisfaction were 2.54 ± 0.34 and 33.40 ± 6.69 , respectively. As the results of hierarchical regression, staffing and resources ($\beta = 0.175$, $p = .002$) and collegial nurse–physician relationships ($\beta = 0.103$, $p = .038$) were significantly associated with compassion satisfaction.

Conclusion

Improving the nursing work environment could be an effective way to boost compassion satisfaction among nurses. Therefore, organizational support for adequate human resources and materials and mutual relations among nurses and physicians are needed.

Implications for nursing management

Improvements to the work environment and the management of human resource may increase compassion satisfaction in clinical nurses.

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The working experiences of male nurses in China: Implications for male nurse recruitment and retention

Zhang, Hong¹

; Tu, Jiong¹

¹ School of Sociology and Anthropology, Sun Yat-sen University, Guangzhou, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To understand the working experiences and career trajectories of male nurses in China.

Background

Compared with developed countries, men were far more under-represented in the nursing profession in China. Little is known about the working experiences of Chinese male nurses and the contextual factors that contribute to their low participation rate in the nursing profession.

Methods

In-depth interviews with twenty-five male nurses and two hospital administrators were conducted. All interviews were analysed using thematic analysis.

Results

Chinese male nurses had better career prospects and promotion chances compared with female nurses. The extremely low participation rate of men in nursing was related to the prejudice among the general public as well as the low professional status and salary. Two unique contextual factors influenced the career trajectories of male nurses in China: (1) the major assignment mechanism in the college entrance examination and (2) the implementation of the two-child policy.

Conclusion

Although Chinese male nurses enjoyed many advantages compared with female nurses, they also encountered many difficulties related to working in a female-dominated profession.

Implications for Nursing Management

Appropriate measures should be taken to shift public attitudes towards male nurses, improve the professionalization of nursing and promote gender diversity and equity.

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From patient satisfaction to patient experience: A call to action for nursing in China

Zhang, Yuxia ¹
; Li, Quanlei ²
; Liu, Huaping ³

¹ Zhongshan Hospital Affiliated to Fudan University, Shanghai, China; School of Nursing, Fudan University, Shanghai, China ² School of Nursing, Johns Hopkins University, Baltimore, MD, USA ³ School of Nursing, Peking Union Medical College, Beijing, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This commentary presents a preliminary overview of patient experience studies to advocate for advancing research and practice focusing on patient experience in nursing in China.

Background

There is a growing worldwide focus on evaluation of patient experience. Increasing numbers of national patient experience surveys have been conducted in China; however, nursing seems to be overlooked in this growing trend.

Evaluation

A systematic search and review of studies reporting patient experience in nursing was conducted with China National Knowledge Infrastructure (CNKI) from inception through 11 November 2019.

Key issues

Inappropriate use and expression of patient experience led to confusion and misunderstandings. High-quality studies specifically for patient experience was lacking, especially those adopting quantitative and mixed methods designs. Tools with adequate input from nursing were scant.

Conclusions

Patient experience studies in nursing are still nascent in China in terms of quantity, quality and diversity.

Implications for Nursing Management

The concept of patient experience should be clearly defined through performing a systematic integrative review. Well-conducted qualitative, quantitative and mixed methods studies are especially needed. Nursing should be more involved in development of tool for measuring patient experience, and an instrument with a clear construct definition, systematically developed and psychometrically validated, constructed by nursing researchers will be valuable.

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Patient willingness to undergo a two-week free trial of a telemedicine service for coronary artery disease after coronary intervention: A mixed-methods study

Yueh-Hsiu Lin ¹

; Guey-Shiun Huang ¹

; Yi-Lwun Ho ²

; Meei-Fang Lou ¹

¹ School of Nursing, College of Medicine, National Taiwan University, Taipei, Taiwan ² Department of Internal Medicine, National Taiwan University Hospital, Taipei, Taiwan

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To understand the factors affecting willingness to use telemedicine in patients with coronary artery disease after coronary intervention.

Background

Telemedicine is a relatively new service provided to discharged patients in Taiwan, therefore, public acceptance is low.

Method

This mixed-methods study conducted between January and June 2014 used convenience sampling. In total, 140 patients were offered a two-week free trial of telemedicine services before hospital discharge. Participants completed structured questionnaires and answered semi-structured qualitative questions related to willingness to use telemedicine services.

Results

Patients' willingness to use telemedicine was not significantly correlated with experience using technology, perceived ease of use or computer self-efficacy; instead, it was based on trust in the hospital staff, opinions of the staff and ongoing support from the case manager. Reasons for their lack of willingness to use the service were mainly related to diseases, technology/equipment and environmental factors.

Conclusion

Staff support through telephonic tracking and real-time feedback can increase willingness to use telemedicine.

Implications for Nursing Management

Case managers can collect necessary personal information and offer the patients 24-hr services as a monitor, an instructor and a companion, thereby accommodating more patients, building value and strengthening telemedicine services.

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A contemporary understanding of nurses' workplace social capital: A response to the rapid changes in the nursing workforce

Xu, Jiamin ¹

; Kunaviktikul, Wipada ²; Akkadechanunt, Thitinut ²; Nantsupawat, Apiradee ²; Stark, Azadeh T ³ ¹ Faculty of Nursing, Chiang Mai University, Chiang Mai, Thailand; School of Nursing, Lishui University, Lishui, China ² Faculty of Nursing, Chiang Mai University, Chiang Mai, Thailand ³ Department of Pathology and Laboratory Medicine, Henry Ford Health System, Detroit, MI, USA; School of Interdisciplinary Studies, University of Texas at Dallas, Richardson, TX, USA

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To provide an updated definition of the concept of nurses' workplace social capital that addresses changes in the contemporary nursing workforce.

Background

Social capital explains the components of a constructive work environment. Advancements in psychology of workplace and changes in the demographic structure of nursing workforce call for a revised version of nurses' workplace social capital.

Method

Walker and Avant's approach was implemented. Data were compiled from 'Medline' and 'CINAHL', 'Google' search engine, book chapters and expertise of nursing academicians.

Results

Nurses' workplace social capital is a relational network that is configured by interactions among healthcare professionals. Although, various attributes influence these interactions, Relational Network, Trust, Shared Understanding, Reciprocity and Social Cohesion are considered as the major attributes. A healthy relational network creates a healthy workplace which can be further fortified by effective communication, active group engagements and a supportive leadership.

Conclusions

Results of our concept analysis should establish a theoretical groundwork for nurse leaders to better build and more effectively lead the contemporary nursing workforce.

Implication for Nursing Management

Leaders' dedication to workplace social capital is the tenet of a constructive workplace, which in return can support nurses to flourish in their clinical and the other professional responsibilities.

Bibliometric analysis of Journal of Nursing Management from 1993 to 2018

Su Yanbing ¹

; Zhu, Ruifang ²

; Wang, Chen ¹

; Han Shifan ²

; Liu, Hua ³

; Duan Zhiguang ³

¹ School of Humanities and Social Science, Shanxi Medical University, Taiyuan, China ² School of Nursing, Shanxi Medical University, Taiyuan, China ³ Health Humanities Research Center, Shanxi Medical University, Taiyuan, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study presents a general bibliometric overview of the developmental status of Journal of Nursing Management from its first issue (1993) to 2018.

Background

Bibliometric method is proved to be effective in analysing the publication characteristics and influence of a given journal, and it gained considerable interest from the scientific community in recent years. However, to the best of our knowledge, bibliometric approach was not previously used to analyse the publications of Journal of Nursing Management.

Methods

A total of 1,913 publications of Journal of Nursing Management were retrieved from Scopus database. Bibliometric analysis was used to explore the dynamic trends of publications and to identify most influential authors, institutions, countries and research teams in this journal. This paper also uses the VOS viewer software to graphically map the hot topics of Journal of Nursing Management.

Results

After a rapid growth from 2006 to 2008, the number of publications of Journal of Nursing Management tends to stabilize with exception of several years in the latest 11 years. The top prolific institutions are mainly from the UK, Canada, Finland and Sweden, and Journal of Nursing Management has attracted increasing attention from researchers around the world. Nursing, nurses, management, leadership and job satisfaction are the most frequently used keywords in Journal of Nursing Management.

Conclusion

Nursing management, nursing leadership/leaders, nursing human resource management, nursing quality and safety management, nursing communication, and conflict management have always been popular topics in Journal of Nursing Management.

Implications for Nursing Management

This study informs scholars and managers within nursing management field about structured knowledge of the research status and development of Journal of Nursing Management.

A simple tool to evaluate the antiretroviral therapy programme in primary health care setting of Lesotho

Nyangu, Isabel ¹

; Nkosi, Zerish Zethu ²

¹ Department of Nursing, National University of Lesotho, Roma, Lesotho ² College of Human Sciences, University of South Africa, Muckleneck Ridge, Pretoria, South Africa

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ABSTRACT (ENGLISH)

Aim

An evaluative tool for the antiretroviral therapy programme was developed for use in the primary health care setting of Lesotho.

Background

Information on processes followed in the development of standardized and acceptable evaluative tools is not always available to practicing nurses.

Methods

Behaviours affecting the antiretroviral therapy (ART) programme were contextualized using the conceptual model for social programmes and Intervention Wheel framework. A convergent parallel mixed-methods design was used to describe perceptions and explore experiences of nurses and patients. The Instrument Development Construct Validation process was used to develop an evaluative tool that was pre-tested on 17 respondents. Results were analysed using SPSS (23), and internal consistency using Cronbach's alpha coefficient was .768.

Results

The tool collects information on staffing patterns, services offered, patients seen, time spent seeking services, consultation time, Antiretroviral (ARV) availability, staff adequacy, staff competency, equipment adequacy, service efficiency, activity documentation, patient satisfaction, job satisfaction, monitoring and evaluation.

Conclusions

The evaluative tool permits identification of factors affecting delivery of the ART programme, hence assisting nurses to improve services provided.

Implications for nursing management

This method can be used to develop evaluative tools to assess implementation of public health services and inform successes, challenges and recognize improvement approaches.

Nursing research capacity and its management in China: A systematic review

Zhang, Jun ¹

; Qiao-yuan Yan ²

; Shaoting Yue ¹ ¹ Faculty of Nursing, Wuhan University School of Health Sciences, Wuhan, China ²

ABSTRACT (ENGLISH)

Aims

To review the studies on nursing research capacity and the managerial approaches that have been taken to promote nursing research capacity building in China.

Background

In the nursing profession, research has become increasingly important worldwide. Over the last two decades, continuous efforts have been devoted to improving nursing research capacity in China. However, the results of these efforts were rarely evaluated in a national scale.

Evaluation

A systematic literature review was conducted in accordance with the PRISMA checklist and guidelines. The literature was sourced from PubMed, CINAHL and two Chinese databases. In total, 19 articles were selected and their results were integrated, compared and analysed.

Key issues

The development of nursing research has become a recent phenomenon in China. Chinese nurses' perceptions regarding research were mostly positive. However, their participation in research activity has traditionally been minimal. The factors associated with nursing research capacity in China were nurses' personal characteristics and organisational contexts. Several effective strategies (e.g. on-the-job research education) have been used to promote nursing research capacity.

Conclusion

Currently, nursing research capacity in China is low despite hospital-promoting efforts. Systematic approaches need to be implemented to increase nursing research capacity in China in the near future.

Implications for nursing management

Nursing administrators need to seek innovative strategies to resolve issues (e.g. lack of research time and limited nursing research resources). They also need to strengthen their leadership skills in order to achieve the above objectives.

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Nursing resource team capacity planning using forecasting and optimization methods: A case study

Kaw, Neal ¹

; Murray, Joshua ²; Lopez, Art Jerome ³; Mamdani, Muhammad M ⁴ ¹ Unity Health Toronto, Toronto, ON, Canada; Operations Research Center, Massachusetts Institute of Technology, Cambridge, MA, USA ² Unity Health Toronto, Toronto, ON, Canada; Department of Statistical Sciences, University of Toronto, Toronto, ON, Canada ³ Unity Health Toronto, Toronto, ON, Canada; Lawrence S. Bloomberg Faculty of Nursing, University of Toronto, Toronto, ON, Canada ⁴ Unity Health Toronto, Toronto, ON, Canada; Dalla Lana School of Public Health, University of Toronto, Toronto, ON, Canada; Leslie Dan Faculty of Pharmacy, University of Toronto, Toronto, ON, Canada; Faculty of Medicine, University of Toronto, Toronto, ON, Canada

ABSTRACT (ENGLISH)

Aim

To estimate the cost-minimizing size and skill mix of a nursing resource team (NRT).

Background

Nurse absences can be filled by an NRT at lower hourly cost than staffing agencies or nurses working overtime, but an NRT must be appropriately sized to minimize total cost.

Methods

Using all registered nurse (RN) absences at an academic teaching hospital from 1 October 2014 to 31 March 2018, we developed a generalized additive model (GAM) to forecast the weekly frequency of each of ten types of absence over 52 weeks. We used the forecasts in an optimization model to determine the cost-minimizing NRT composition.

Results

The median weekly frequencies for the ten absence types ranged between 12 and 65.5. The root mean squared errors of the GAMs ranged between 4.55 and 9.07 on test data. The NRT dimensioned by the optimization model yields an estimated annual cost reduction of \$277,683 (Canadian dollars) (7%).

Conclusions

The frequency of RN absences in a hospital can be forecasted with high accuracy, and the use of forecasting and optimization to dimension an NRT can substantially reduce the cost of filling RN absences.

Implications for Nursing Management

This methodology can be adapted by any hospital to optimize nurse staffing.

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A cross-sectional survey on nurses' second victim experience and quality of support resources in Singapore

Wen Qi Mok ¹

; Guey Fong Chin ¹ ; Yap, Suk Foon ¹ ; Wang, Wenru ^{2 1} Department of Nursing, Khoo Teck Puat Hospital, Yishun Health Campus, National Healthcare Group, Singapore ² Alice Lee Centre for Nursing Studies, Yong Loo Lin School of Medicine, National University of Singapore, Singapore

ABSTRACT (ENGLISH)

Aim

The study aimed to investigate nurses' second victim experience and quality of support resources in Singapore.

Background

The second victim phenomenon, broadly described as the suffering of providers including nurses in the face of a clinical error, is often overlooked.

Methods

A cross-sectional questionnaire survey was adopted. A total of 1,163 nurses from an acute public hospital in

Singapore took part in the study. The Second Victim Experience and Support Tool (SVEST) was employed to assess experience of second victims and the quality of support resources.

Results

The study results showed that nurses experienced second victim-related physical, psychological and professional distress. About 31.8% of the participants had turnover intentions, while 9.3% had absenteeism following an error. Nurses who are younger and less experienced were more likely to experience greater second victim response. Among the support options, peer support was rated as the most desirable.

Conclusion

Nurses, being at the forefront of care delivery, are especially susceptible to being a casualty of the second victim phenomenon.

Implications for Nursing Management

Acknowledging the second victim phenomenon, together with a strong organizational support, is essential in alleviating the trauma and assisting nurses with reconciliation in the aftermath of an unanticipated error.

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Brexit in the “International Year of the Nurse and Midwife” and its implications for nursing in the European Union

Wells, John S G ¹

¹ School of Health Sciences, Waterford Institute of Technology, Waterford, Ireland

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Emotional intelligence and intent to stay among nurses employed in Jordanian hospitals

Zaid M Al-Hamdan ¹

; Muhsen, Anas ²

; Alhamdan, Mohammad ³; Ahmad Rayan ⁴

; Banyhamdan, Khaled ⁵; Bawadi, Hala ⁶ ¹ Faculty of Nursing, Jordan University of Science and Technology, Irbid, Jordan ² Faculty of Nursing, Jordan University of Science and Technology &RN King Hussein cancer Center, Irbid, Jordan ³ School of Medicine, The University of Jordan, Amman, Jordan ⁴ Psychiatric and Mental Health Nursing, Zarqa University, Zarqa, Jordan ⁵ Faculty of Business, Amman Arab University, Amman, Jordan ⁶ School of Nursing, The University of Jordan, Amman, Jordan

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

This study aimed to examine the relationship between Emotional intelligence (EI) and intent to stay and to identify their correlates among nurses.

Background

EI plays a significant role in nurses' practice, relationships, behaviours and decisions.

Methods

A descriptive, cross-sectional study was conducted with a sample of 280 registered nurses working in a public, a private and a university hospital in Jordan. A self-administered questionnaire was used to collect data from the participants.

Results

EI was significantly correlated with nurses' intent to stay ($r = .427, p < .01$). Some of the nurses' socio-demographic and work-related characteristics were found to predict EI and intent to stay.

Conclusion

The findings of the study came with a supportive knowledge about the positive impacts of EI on nurses' intent to stay. Improving both EI and intent to stay among nurses is important because it could have positive effects on organisations' decisions, policymaking process, quality of care, employee commitment and satisfaction.

Implications for Nursing Management

Nurse managers should pay attention to the EI of nurses during recruitment considering various determinants of EI identified in the current study. Additionally, nurse managers might want to strengthen factors associated with more stay intent among their staff.

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A study on the intent to leave and stay among hospital nurses in Korea: A cross-sectional survey

Mi-Aie Lee ¹

; Young-Hee Ju ²

; So-Hee Lim ³

¹ Department of Nursing, Dongguk University, Gyeongju, Korea ² Department of Nursing, Chungbuk Health & Science University, Cheongju, Korea ³ Department of Nursing, Kyungmin University, Uijeongbu, Korea

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To investigate the intent to leave or stay among Korean hospital nurses, and to identify what factors influence their intent to leave or stay.

Background

Previous studies have simply measured nurses' intent to leave or stay; however, this study examines the associations of intent to leave and intent to stay with influential factors among Korean hospital nurses.

Methods

A cross-sectional study was conducted with 267 nurses working at four general hospitals in South Korea.

Result



The influencing factors on intent to leave were organisational commitment, practice environment and burnout, while intent to stay was influenced by organisational commitment.

Conclusion

The study demonstrates that, for Korean hospital nurses, intent to leave and intent to stay are not simply contrary concepts, but are different concepts influenced by varying factors.

Implications for Nursing Management

This study clarifies the difference between the concepts of intent to stay and intent to leave, and demonstrates that the variables affecting Korean nurses' intent to stay and intent to leave differ from each other. Therefore, focusing on improving nurses' intent to either leave or stay would be effective when developing personnel management policies for nurses, thereby contributing to enhancing nursing practice.

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Effectiveness of stress management interventional programme on occupational stress for nurses: A systematic review

Ja'far Mohammad Aqeel Alkhalaf¹

; Kim Lam Soh²; Firdaus Binti Mamat Mukhtar³; Cheow Peng Ooi⁴
¹ Department of Nursing and Rehabilitation, Faculty of Medicines and Health Sciences, University Putra Malaysia (UPM), Serdang, Malaysia; ² Faculty of Nursing, Isra University, Amman, Jordan
² Department of Nursing and Rehabilitation, Faculty of Medicines and Health Sciences, University Putra Malaysia (UPM), Serdang, Malaysia
³ Department of Psychiatry, Faculty of Medicines And Health Sciences, University Putra Malaysia (UPM), Serdang, Malaysia
⁴ Department of Medicine, Faculty of Medicines and Health Sciences, University Putra Malaysia (UPM), Serdang, Malaysia

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ABSTRACT (ENGLISH)

Aim

The purpose of this systematic review is to evaluate the effectiveness of stress management interventional programme in reducing occupational stress among nurses.

Background

Nursing professionals are placed continuously at the forefront in the area of health care which makes them highly exposed to professional stress.

Evaluation

Randomized controlled trial studies (RCTs) were systematically searched in eight different databases for works published in English from 2011 to 2019; inclusion criteria were applied by two reviewers critically and assessed the risk of bias using Consolidated Standards of Reporting Trials (CONSORT).

Key issues

The systematic search contributed to the extraction of approximately 10 most relevant RCTs. Most of the RCTs considered in this systematic review revealed that the stress reduction interventions and strategies were effective in reducing the levels of occupational stress experienced by nurses.

Conclusions

Current review shows that stress management interventional programme tends to be effective, but additional well-

designed RCTs are needed to confirm their effectiveness.

Implications for nursing management

Implementing stress management interventions within health care organisations are likely to assist nurses in reducing occupational stress and in improving coping strategies used by nurses for dealing with stress.

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Nurse managers implementing the lean management system: A qualitative study in Western Canada

Udod, Sonia A ¹

; Judy Boychuk Duchscher ²

; Goodridge, Donna ³

; Rotter, Thomas ⁴

; McGrath, Petrina ⁵; Hewitt, Anna Dawn ⁶ ¹ Rady Faculty of Health Sciences, College of Nursing, University of Manitoba, Winnipeg, MB, Canada ² School of Nursing, Thompson Rivers University, Kamloops, BC, Canada ³ College of Medicine, Saskatoon, SK, Canada ⁴ Health Quality Programs, Queen's University, Kingston, ON, Canada ⁵ Quality and Safety, Saskatchewan Health Authority, Saskatoon City Hospital, Saskatoon, SK, Canada ⁶ Saskatchewan Health Authority, Tisdale, SK, Canada

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study explores the perceptions and experiences of nurse managers involved in implementing the Lean management system in a Western Canadian province.

Background

The provincial government of Saskatchewan, Canada, implemented a multimillion-dollar investment in the Lean management system to transform health care delivery by reducing waste and increasing efficiency of processes and outcomes.

Methods

This qualitative exploratory study employed semi-structured interviews with 14 nurse managers in urban and rural health regions in one Canadian province.

Results

Six themes outline the difficulties nurse managers experienced in juggling role responsibilities alongside a poorly implemented change system with scarce resources.

Conclusion

The results showed tensions in the implementation of a Lean model adapted in the context of health care organisations. The expectations for nurse managers to be pivotal players in the implementation of transformative health care practices that promote and sustain strategies to reduce waste, improve coordination and increase patient safety require investment in leadership development.

Implications for Nursing Management

Lean management systems significantly impact the roles of nurse managers who require adequate resources and

training to successfully adapt. The results of this study may be used for more effective support mechanisms for nurse managers.

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Development and evaluation of a prospective staffing model to improve retention

Kester, Kelly Marie ¹

; Lindsay, Mary ²; Granger, Bradi ³

¹ Nurse Manager Cardiothoracic Intensive Care Unit, Duke University Hospital Durham, Durham, NC, USA ² Associate Chief Nursing Officer Heart Services Duke University Hospital Durham, Durham, NC, USA ³ Duke University School of Nursing and Health System Durham, Durham, NC, USA

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To improve predictability and accuracy of hiring using historical staffing data, quality improvement and workforce engagement.

Background

Twenty-three per cent of newly licensed nurses leave their first job within one year, costing employers \$52,100 per nurse replacement. Tools for anticipatory hiring strategies are not available in the literature.

Methods

We used retrospective, secondary data analysis to develop a *Prospective Staffing Model* and conduct a five-year longitudinal evaluation of the implementation of the model in a convenience sample at a quaternary academic Cardiothoracic Intensive Care Unit. We used a team-based, quality improvement approach to restructure recruitment and hiring strategies, standardize new graduate nurse orientation and implement AACN Healthy Work Environment standards.

Results

Over the five-year prospective evaluation period (2014–2018), 388 nurses were hired and included in the evaluation cohort. Retention increased ($n = 286$ days) and turnover decreased (17.6%) between 2014 and 2018. Improvements in workforce stability were sustained at five years.

Conclusions

Use of a *Prospective Staffing Model* is associated with improved nurse retention and decreased turnover, and may improve workforce stability.

Implications for Nursing Management

Results suggest that an innovative tool can mitigate the deleterious effects of turnover, adding to current knowledge and providing a method for anticipatory assessment of local turnover.

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Involvement in health policy and political efficacy among hospital nurses in Jordan: A descriptive

survey

AbuAlRub, Raeda F ¹

; Abdulnabi, Amani ² ¹ College of Nursing, Jordan University of Science and Technology, Irbid, Jordan

² Rahya Hospital, Irbid, Jordan

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aims of this study were to (a) examine the levels of nurses' political efficacy and involvement in health policy; and (b) explore the relationships between political efficacy, involvement in health policy and participants' background variables.

Background

Nurses as citizens and health care providers have the right to express their opinions and beliefs in regard to issues that are concerned with the health care system or the public health domain.

Methods

A descriptive, cross-sectional design using was utilized. A self-administered questionnaire (Political Efficacy Scale & Involvement in Health Policy Scale) was completed by a convenience sample of 302 nurses.

Results

The results of this study showed low levels of involvement in health policy and political efficacy, and a positive weak correlation between political efficacy and involvement in health policy. The perceived level of political efficacy was associated positively with nurses' age and experience.

Conclusions

Nurse administrators and managers may empower, support and encourage nurses to enhance their involvement in health policy.

Implications for nursing management

The findings have implications for nursing leaders and administrators to design appropriate strategies to enhance nurses' involvement in health policy development.

Bibliography

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

Hisel, M. E. (2020). Measuring work engagement in a multigenerational nursing workforce. *Journal of Nursing Management*, 28(2), 294-305. doi:<https://doi.org/10.1111/jonm.12921>

AimTo examine the level of work engagement among Veteran-aged, Baby Boomer, Generation X, (Gen X) and Millennial registered nurses.
BackgroundWorkforce engagement plays a critical role in health care organisations. Organisations with a highly engaged nursing workforce outperform those organisations that have disengaged or non-engaged employees.
MethodQuantitative non-experimental causal comparative study measured multigenerational nurses' level of work engagement.
ResultsVeteran-aged nurses were the most engaged, followed by Baby Boomer, Gen X and Millennial. The sample scored highest on dedication and lowest on vigour. Veterans and Baby Boomer nurses were statistically different than Gen X and Millennial nurses in their level of engagement. There were no statistical differences between Veteran and Baby Boomers and between Gen X and Millennials in their level of engagement.
ConclusionsGen X and Millennial RNs scored lowest on level of engagement and are statistically similar in their level of disengagement.
Implication for Nursing ManagementNurse managers must prioritize engagement strategies as a core function of their leadership role. It is essential that leaders cultivate an employee engagement culture across a multigenerational workforce. Nurse leaders should take full advantage of the experience of the retiring generations to mentor and transfer critical knowledge to the Gen X and Millennial nurses.

Zhang, S., Wu, Y., Fu, Z., Lu, Y., Wang, Q., & Liu, M. (2020). Psychometric properties of the chinese version of the instrument for measuring different types of cognitive load (MDT-CL). *Journal of Nursing Management*, 28(2), 277-285. doi:<https://doi.org/10.1111/jonm.12919>

AimTo translate the instrument for measuring different types of cognitive load (MDT-CL) into Chinese and assess the reliability and validity of the Chinese version of the MDT-CL.
BackgroundThe MDT-CL is needed for hospital administrators to identify which nursing staff are prone to high cognitive load and to provide tailored interventions for specific types of cognitive load.
MethodsThe MDT-CL was translated into Chinese using forward and back translation, cultural adaptation and pilot tested. The reliability and validity of the instrument were assessed with intensive care unit (ICU) nurses in three tertiary hospitals in China.
ResultsA total of 222 ICU nurses were recruited. The scale-content validity index of the Chinese version of the MDT-CL was 0.966. Confirmatory factor analysis indicated that all the goodness-of-fit indicators were acceptable. Cronbach's α coefficient was 0.818. Test-retest reliability was 0.785.
ConclusionsThe Chinese version of the MDT-CL is a valid and reliable instrument for evaluating the cognitive load of ICU nurses in China.
Implications for nursing managementThe validated Chinese version of the MDT-CL is a feasible, quantitative tool for evaluating different types of cognitive load in busy clinical practice, suggesting significant clinical application value.

Walpita, Y. N., & Arambepola, C. (2020). High resilience leads to better work performance in nurses: Evidence from south asia. *Journal of Nursing Management*, 28(2), 342-350. doi:<https://doi.org/10.1111/jonm.12930>

AimTo find out how resilience level is related to work performance of nurses.
BackgroundResilience is a developable and teachable skill which helps to recover from adversities and continue functioning above the norm. Though combating negative effects at work such as burnout is widely researched, harnessing positive organisational effects such as work performance through resilience is yet to be well-established.
MethodsCross-sectional study enrolled 230 nurses from Sri Lanka. The level of resilience at work and performance were assessed using culturally adapted and validated tools. How each resilience subscale predicted the nursing performance was assessed using bivariate correlation and linear regression analysis using ordinary least squares method.
ResultsThe total resilience scale score demonstrated significant and strong positive correlations with all subdomains of nursing performance, as well as with overall performance ($p < .05$). In linear regression model, six out of seven subscales in resilience scale predicted 70.5% of variance of work performance.
ConclusionHigher resilience level at work is associated with better working performance among nurses.
Implications for Nursing ManagementNursing profession is well-known to be of highly stressful and fostering resilience would be extremely useful as an investment to combat such negative effects, while yielding positive organisational benefits such as better work performance.

Liao, L., Xiao, L. D., Chen, H., Xin, Y. W., Zhao, Y., Hu, M., . . . Feng, H. (2020). Nursing home staff experiences of implementing mentorship programmes: A systematic review and qualitative meta-synthesis. *Journal of Nursing Management*, 28(2), 188-198. doi:<https://doi.org/10.1111/jonm.12876>

AimTo determine nursing home staff experiences in mentorship programmes, and staff perceptions of the enablers and barriers to implement mentorship programmes.
BackgroundMentorship programmes are perceived as playing an important role in improving the quality of care in nursing homes. However, little is known about research evidence across the global about staff's experiences in the programmes.
MethodsA search for studies published from the earliest available date to April 2019 was undertaken. Two reviewers performed data extraction and an appraisal of eight studies using tools from the Joanna Briggs Institute. A pragmatic meta-aggregative approach was applied to synthesise the findings. The qualitative research that was included was analysed to identify 63 findings that were organised into 12 categories and combined into three syntheses.
ResultsThe implementation of effective mentorship programmes is influenced by three factors: mentor capability, opportunity in the mentorship programmes, and motivation in the mentorship programmes.
ConclusionsThere are a number of studies of nursing home staff experiences of mentorship programmes. However, systematic reviews that synthesise findings in this field are lacking. It is crucial to tailor the programme design to suit each unique nursing home care setting. We identified barriers and enablers, and learned that no barriers are insurmountable.
Implications for Nursing ManagementFindings will inform nurse managers of an ideal environment for the implementation of a successful mentorship programme. Nursing homes need to establish and sustain mentorship programmes to help improve workforce capacity in delivering high-quality care for residents.

Ayan, G., & Türkmen, E. (2020). The transcultural adaptation and the validity and reliability of the turkish version of perroca's patient classification instrument. *Journal of Nursing Management*, 28(2), 259-266. doi:<https://doi.org/10.1111/jonm.12916>

AimThis study examines the transcultural adaptation and the reliability and validity of the Turkish version of Perroca's Patient Classification Instrument.
BackgroundNurse managers need valid and reliable patient classification tools for determining patients' acuity or dependency levels on nursing care for measuring nursing workloads.
MethodsThis study was conducted in two stages in a private hospital in Istanbul, Turkey. First, the instrument was translated, and its content validation was analysed. In the second stage, data were gathered from 300 hospitalized patients and were analysed by factor analyses, Cronbach's alpha and Cohen's kappa.
ResultsValidity testing with ten experts revealed a scale-content validity index of 0.93. Exploratory factor analysis revealed a two-dimensional instrument with distinct factor loadings and a variance of 66.97%. The confirmatory factor analysis revealed that the fit indices were satisfactory. This instrument had an overall Cronbach's alpha coefficient of .86 and Cohen's kappa coefficient of .826.
ConclusionThe study provides evidence that the Turkish version of Perroca's Patient Classification Instrument is a valid and reliable tool to determine patients' acuity levels on nursing care.
Implications for Nursing ManagementThis instrument may be used by nurse managers to determine acuity levels of patients and measure nursing workload.

Pavlidis, G., Downs, C., T. B. K., Ilona Swiatek-Barylska, Lazuras, L., Ypsilanti, A., & Tsatali, M. (2020). A survey on the training needs of caregivers in five european countries. *Journal of Nursing Management*, 28(2), 385-398. doi:<https://doi.org/10.1111/jonm.12940>

AimThis survey explored caregivers' perceived training needs in 5 European countries (United Kingdom, Greece, Bulgaria, Poland and Italy).
BackgroundTraining can enhance the professional capacity of caregivers; however, caregivers' training needs within Europe have not been examined recently.
MethodsA survey conducted in 2015 captured data from 550 caregivers using a convenience sampling strategy, through a structured questionnaire and additional open-ended items and by conducting statistical and content analysis.
ResultsThe results indicated basic nursing skills and specialization, as well as training in psychology-related skills like time management, emotion regulation, communication and advanced health care systems as the emerging training needs. There were some country differences in specific training need areas.
ConclusionsIt was concluded that training in basic nursing skills and specialization in nursing specific conditions, in advanced health care systems and in psychology-related skills

could add to the professional capacity of European caregivers employed in health and social care. Implications for nursing management The findings inform about employed caregivers' training needs in Europe, which may contribute in the provision of quality care and organisational efficiency in health and social care.

de Souza Nogueira, L., Regina Marcia Cardoso, d. S., Daiana, T. N., Ane Karoline, S. B., Fernandes, L. C., & Dyenily, A. S. (2020). Model to estimate the nursing workload required by trauma victims on intensive care unit discharge. *Journal of Nursing Management*, 28(2), 239-246. doi:<https://doi.org/10.1111/jonm.12912>

AimTo validate a model to estimate the nursing workload required by trauma victims on intensive care unit (ICU) discharge. **Background**Identifying a reliable model of nursing workload measurement that can assist professionals. **Methods**A prospective cohort study conducted in 2010 (first phase) and 2015 (second phase) with 342 trauma victims admitted into the ICU of four hospitals located in São Paulo, Brazil. The original model was created during the first phase and included the Simplified Acute Physiology Score and New Injury Severity Score variables. Coefficients of determination (R²) were calculated to identify the reliability. **Results**The original model presented high reliability (R² = 44%) in the hospital of origin, and unsatisfactory performance (R² < 4%) in the other institutions. An improvement in R² was observed after adjusting the coefficients for each hospital. **Conclusion**For the Nursing Activities Score prediction of survivors for ICU discharge, trauma centres must validate the original model with coefficient adjustments for their population, or preferably derive their own models. **Implications for nursing management**Although models are useful in predicting discharge of these ICU patients, for treatment continuity after critical care and for organising services, the study showed that they should be evaluated prior to use for nursing management.

Abel, S. E., Hall, M., Swartz, M. J., & Madigan, E. A. (2020). Empowerment of front-line leaders in an online learning, certificate programme. *Journal of Nursing Management*, 28(2), 359-367. doi:<https://doi.org/10.1111/jonm.12933>

AimTo evaluate the effectiveness of an online learning, certificate programme for front-line nurse leaders' sense of empowerment. **Background**Front-line leaders play a crucial role in health care. Current training is often inadequate. The Institute of Medicine report on *The Future of Nursing: Leading Change, Advancing Health* (2010) recommends nurses at all levels receive training for their role. **Methods**A pre- to post-study design was used; instruments included Conditions for Work Effectiveness Questionnaire, Psychological Empowerment Scale, intent to stay, and self-reported knowledge and effectiveness of intervention questions. This study evaluated the effects of online learning for 29 acute care front-line leaders in the USA and Australia. **Results**Structural empowerment significantly improved, pre-assessment (M = 18.50, SD = 1.6940) to post-assessment (M = 19.47, SD = 1.6940). There was no significant difference in intent to stay or overall psychological empowerment. Participants agreed (24/29, 83%) the intervention contributed to their 'sense of empowerment in their role' and 'ability to create an empowering work environment'. **Conclusion**Online learning was effective and could be integrated into orientation and/or continuing education plans to develop empowering work environments. **Implications for Nursing Management**Online learning may be a means of educating and empowering front-line leaders for their role.

Gan, I. (2020). Social comparison and perceived envy-motivated communication involving travel nurses: A qualitative study. *Journal of Nursing Management*, 28(2), 377-384. doi:<https://doi.org/10.1111/jonm.12939>

AimThis study investigated travel nurses' perception of their communication and relational experiences with other nurses. **Background**It is common for nurses to offer and to accept help, especially since nurses enter and exit numerous nursing teams throughout their careers and sometimes several times within a single shift. The social norm of reciprocity suggests that nurses supported by other nurses will likely reciprocate in prosocial behaviour. However, when and whom one can or will help highlight differences in individuals' ability to share and compete for personal and professional resources. **Method**Thematic analysis on data collected through semi-structured interviews. **Results**Four categories of perceived envy-motivated communication conceptualize nurses' communication and relational experiences. **Conclusion**This study underscores the pervasiveness of social comparison and perceived envy-motivated communication among nurses. **Implications for Nursing**

Management Nurse managers should explore how they might leverage social comparison and the effects of envy to improve unit productivity. One strategy that nurse managers might adopt to promote fairness perception and trust is to communicate expressly how they allocate resources to their nurses. A sequential strategy to level the gap in nurses' exposure to different ways of overcoming resource deficiencies is to encourage mutual learning as prosocial behaviour.

Sarwar, A., Naseer, S., & Zhong, J. Y. (2020). Effects of bullying on job insecurity and deviant behaviors in nurses: Roles of resilience and support. *Journal of Nursing Management*, 28(2), 267-276. doi:<https://doi.org/10.1111/jonm.12917>

AimThe present study tested a moderated mediation model in the Hospital industry of Pakistan. Extending the Conservation of Resources theory, we conducted a joint investigation of the mediating role of (a) Job Insecurity in linking Workplace Bullying with victim's deviant work behaviors and (b) the moderating roles of Resilience and Perceived Supervisor Support in influencing the mediation.
BackgroundAlthough the direct effects of bullying on deviant work were well established, the mechanisms and the boundary conditions through which bullying triggers deviant behaviors are still unknown.
MethodUtilizing temporally segregated field data from a sample of nurses and their fellow colleagues (n = 251 dyads), a quantitative study was conducted in Pakistani hospitals.
ResultsResults were consistent with our hypothesized moderated mediation (mod-med) framework in which workplace bullying led to deviant work behaviors in nurses via job insecurity. Moreover, this indirect effect was salient under nurses' low resilience and perceptions of supervisor support.
ConclusionBased on these findings, the relationship between workplace bullying and deviant work behaviors appears to be more complex than what is commonly believed.
Implications for Nursing ManagementThe findings of the present study emphasize how and why bullying at workplace (particularly nurses) generates deviant work behavior.

Scerri, A., Innes, A., & Scerri, C. (2020). Dementia care in acute hospitals—A qualitative study on nurse managers' perceived challenges and solutions. *Journal of Nursing Management*, 28(2), 399-406. doi:<https://doi.org/10.1111/jonm.12941>

AimThe aim of this study was to explore the perceived challenges of nurse managers when caring for patients with dementia in acute hospitals and identify possible solutions to address these challenges.
BackgroundAlthough dementia care in acute hospitals is suboptimal, few solutions have been identified. Multi-level factors need to be considered to promote changes in practice.
MethodTwo focus groups were held with sixteen nurse managers responsible for eleven acute medical wards in Malta. Deductive qualitative analysis using an adapted version of McKinsey 7-S model was used as an a priori framework to categorize the perceived challenges and solutions.
ResultsThe nursing managers identified a number of organizational challenges that have a direct impact on the quality of care of patients with dementia. They also suggested a number of solutions such as realigning the hospital strategy, improving training and care coordination, redesigning the ward environment and changing leadership styles.
ConclusionThis study highlight the complexity of improving dementia care in hospitals and continues to show that a system-wide approach is needed.
Implications for Nursing ManagementUnderstanding the challenges and identifying possible solutions can help hospital staff provide better person-centred dementia care.

Mukaihata, T., Fujimoto, H., & Greiner, C. (2020). Factors influencing work engagement among psychiatric nurses in Japan. *Journal of Nursing Management*, 28(2), 306-316. doi:<https://doi.org/10.1111/jonm.12923>

AimTo identify the factors influencing work engagement among psychiatric nurses.
BackgroundWork engagement is an essential outcome that promotes nurses' performance, but studies investigating its influencing factors remain limited in psychiatric settings. We hypothesized that job resources and personal resources positively predict psychiatric nurses' work engagement and have a particularly positive impact on engagement when job demand is high.
MethodsThis cross-sectional study included 425 Japanese psychiatric nurses. Data regarding demographics, job resources, personal resources (emotional intelligence), job demand (patients' attitude towards nurses) and work engagement were collected followed by data analysis using hierarchical multiple regression.
ResultsReward, supervisor support, nurse-physician collaboration, other-emotion appraisal and use of emotions were positively

related to work engagement. Patients' unpleasant attitude towards nurses boosted the association of reward and supervisor support with work engagement. Conclusions Certain job resources, empathic ability and self-motivation ability may enhance work engagement. Furthermore, reward and supervisor support may be particularly useful when psychiatric nurses face patients' unpleasant attitude. Implications for Nursing Management For enhancing psychiatric nurses' work engagement, nursing leaders should educate nurses' skills related to empathy and self-motivation, consider whether nurses are confronted with patients' unpleasant attitude, and improve the job resources.

Baek, J., Cho, H., Han, K., & Lee, H. (2020). Association between nursing work environment and compassion satisfaction among clinical nurses. *Journal of Nursing Management*, 28(2), 368-376. doi:<https://doi.org/10.1111/jonm.12937>

Aim This study investigated the association between nursing work environment and compassion satisfaction among clinical nurses. **Background** Nursing work environment and compassion satisfaction are important factors for preventing burnout and decreasing clinical nurse turnover. **Method** This study used a secondary analysis and obtained data from a previous cross-sectional study. **Results** The mean scores (mean \pm SD) for the nursing work environment and compassion satisfaction were 2.54 ± 0.34 and 33.40 ± 6.69 , respectively. As the results of hierarchical regression, staffing and resources ($\beta = 0.175$, $p = .002$) and collegial nurse-physician relationships ($\beta = 0.103$, $p = .038$) were significantly associated with compassion satisfaction. **Conclusion** Improving the nursing work environment could be an effective way to boost compassion satisfaction among nurses. Therefore, organizational support for adequate human resources and materials and mutual relations among nurses and physicians are needed. **Implications for nursing management** Improvements to the work environment and the management of human resource may increase compassion satisfaction in clinical nurses.

Zhang, H., & Tu, J. (2020). The working experiences of male nurses in china: Implications for male nurse recruitment and retention. *Journal of Nursing Management*, 28(2), 441-449. doi:<https://doi.org/10.1111/jonm.12950>

Aims To understand the working experiences and career trajectories of male nurses in China. **Background** Compared with developed countries, men were far more under-represented in the nursing profession in China. Little is known about the working experiences of Chinese male nurses and the contextual factors that contribute to their low participation rate in the nursing profession. **Methods** In-depth interviews with twenty-five male nurses and two hospital administrators were conducted. All interviews were analysed using thematic analysis. **Results** Chinese male nurses had better career prospects and promotion chances compared with female nurses. The extremely low participation rate of men in nursing was related to the prejudice among the general public as well as the low professional status and salary. Two unique contextual factors influenced the career trajectories of male nurses in China: (1) the major assignment mechanism in the college entrance examination and (2) the implementation of the two-child policy. **Conclusion** Although Chinese male nurses enjoyed many advantages compared with female nurses, they also encountered many difficulties related to working in a female-dominated profession. **Implications for Nursing Management** Appropriate measures should be taken to shift public attitudes towards male nurses, improve the professionalization of nursing and promote gender diversity and equity.

Zhang, Y., Li, Q., & Liu, H. (2020). From patient satisfaction to patient experience: A call to action for nursing in china. *Journal of Nursing Management*, 28(2), 450-456. doi:<https://doi.org/10.1111/jonm.12922>

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