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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.

# Bullying in nursing: How has it changed over 4 decades?

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## ABSTRACT (ENGLISH)

### Aim

This study sought to explore how bullying in the nursing profession in Australia has changed over four decades, and why it continues to persist.

### Background

Bullying in nursing is recognized as a pervasive problem. While much attention has been given to demonstrating the existence and impact of bullying in the nursing profession, little is understood about the evolution of this phenomenon and factors that contribute to its persistence.

### Methods

This study employed an historical methodology using the testimony method of data collection. Testimonies were collected online and via interview from seventy registered nurses across Australia. Data were analysed using a three-dimensional analysis to produce a chronological historiography.

### Results

This study found that the antecedents, manifestations, responses to and impacts of bullying in the nursing profession changed according to context and over time. The findings shed light on the role of nurse managers in the prevention and appropriate management of bullying in the workplace.

### Conclusion

Prevention and intervention approaches must be developed to combat the complex and changing factors that allow bullying to persist.

### Implications for Nursing Management

This study shows the role that management plays in tackling the problem of bullying in nursing. It can no longer be acceptable for culture to be used as an excuse for unacceptable behaviour, nor for power to be abused to protect perpetrators of workplace bullying. The findings discussed in this paper reveal that inexperienced nurse managers are often ill-equipped to identify and manage bullying. Nurses in management positions must recognize and acknowledge this deficit if the problem of bullying is to be effectively tackled.

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# Reliability and validity of the Multidimensional Measure of Leader–Member Exchange Japanese version for staff nurses

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## ABSTRACT (ENGLISH)

### Aim

To verify the reliability and validity of Multidimensional Measure of Leader–Member Exchange Japanese version (LMX-MDM-J) for staff nurses.

### Background

Staff nurses who have a high-quality relationship with nurse managers tend to have low turnover intention. However, the validity and reliability of LMX-MDM Japanese version have not been confirmed.

### Methods

Staff nurses ( $n = 870$ ) working in wards of four Japanese hospitals were surveyed using self-administered questionnaires. Reliability was tested by internal consistency. Validity was tested by the confirmatory factor analysis for construct validity and relationships with external criteria for criterion-related validity.

### Results

There were 450 valid responses. Cronbach's  $\alpha$  coefficients of the overall scale and each dimension were 0.97 and 0.86–0.95, respectively. The goodness-of-fit indices of the confirmatory factor analysis showed CFI = 0.981 and RMSEA = 0.076. Correlation coefficients with external criteria were 0.57 for job satisfaction, 0.80 for relationship satisfaction with the nurse manager and  $-0.36$  for turnover intention (all  $p < .001$ ).

### Conclusion

The reliability and validity of LMX-MDM-J were determined to be adequate for staff nurses.

### Implications for Nursing Management

LMX-MDM-J can accurately measure the quality of the dyadic relationship between nurse managers and staff nurses. This measurement indicates whether nurse managers are providing leadership.

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# Patient safety culture and obstacles to adverse event reporting in nursing homes

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## ABSTRACT (ENGLISH)

### Aims

To investigate patient safety culture and its relationship with obstacles to adverse event reporting in Chinese nursing homes.

### Background

Reporting obstacles are related to high incidences and unreported rates of adverse events. Patient safety culture is also associated with adverse events. However, the relationship between reporting obstacles and patient safety culture in nursing homes is unclear.

### Methods

A cross-sectional survey was conducted with a random sampling method among 549 staff members in six nursing homes using instruments of the Nursing Home Survey on Patient Safety Culture and the Adverse Event Reporting Obstacle Scale. The Pearson correlation coefficient, independent *t* tests, ANOVA tests and multivariate regression analysis were used.

### Results

Patient safety culture in nursing homes was associated with facility ownership ( $p < .001$ ), facility scale ( $p < .001$ ), reporting management ( $p < .001$ ), whether it was an integrated care institution ( $p = .006$ ), frequency of concern about patient safety ( $p = .001$ ), occurrence of adverse events in departments ( $p = .001$ ) and a punitive atmosphere ( $p = .044$ ). Adverse event reporting obstacles were negatively correlated with patient safety culture ( $p < .05$ ).

### Conclusion

An improvement in patient safety culture was associated with a reduction in reporting obstacles in nursing homes.

### Implications for Nursing Management

A barrier-free adverse event reporting system should be built to reduce reporting obstacles and create a non-punitive patient safety culture in nursing homes.

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# Development, implementation and evaluation of an evidence-based practice model in a new hospital in Chile

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## ABSTRACT (ENGLISH)

### Aims

To describe an implementation programme for an evidence-based practice (EBP) model in a new Chilean hospital and to analyse the programme evaluation results.

### Background

Evidence-based practice is key to professional nursing for improving health care safety and quality.

### Methods

First, a literature review was performed to develop an institutional EBP model. Second, internal and external analyses contributed to assessing facilitators for and barriers to implementation. Third, a multi-stage implementation plan was conducted. Fourth, process and outcome indicators were evaluated.

### Results

The model considered the basic elements of EBP and outlined different decision-making levels in clinical practice. Several facilitators for implementation were identified. Each implementation stage included activities addressing EBP knowledge, attitude and skills. Outcome indicators showed significant improvement regarding knowledge ( $p = .038$ ). Providers with formal EBP training, compared with providers without training, showed a significant difference of 8.6% (0.6 points) in the average CPBE-19 score in knowledge, attitude and application in the last evaluation ( $p < .01$ ).

### Conclusion

Having an EBP programme with ongoing implementation strategies improves knowledge over time, and formal training enhances positive results.

### Implications for nursing management

Nurse managers can build an institutional research culture to improve the quality of care using an EBP programme that fits organisational needs.

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# Association between work–family conflict and overall well-being among Chinese nurse leaders

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## ABSTRACT (ENGLISH)

### Aim

To explore the association between work–family conflict and overall well-being among Chinese nurse leaders.

### Background

Nurse leaders are constantly busy at the clinical frontline, mostly experience high stress levels at work and have little time to spend with the family. There is little evidence to know about the association between work-family conflict and overall well-being, which is essential for high-quality medical care.

### Methods



A cluster sampling method was used to recruit 42 nurse leaders. Data were collected using the Chinese versions of the Multidimensional Work–Family Conflict Scale and the General Well-Being Schedule. Descriptive analyses, independent *t* tests, ANOVAs and Pearson’s correlation were used for the statistical analysis.

### Results

The mean scores (*SD*) of work–family conflict and well-being were 2.17 (0.57) and 4.51 (0.61), respectively. Negative correlations were observed with strain-based and behaviour-based work–family conflict and overall well-being.

### Conclusion

Stress from work–family conflict is positively correlated with the overall well-being of Chinese nurse leaders.

### Implications for Nursing Management

Hospital administrators should be aware of specific risk factors and implement accordingly the interventional strategies to decrease the stress levels and improve the overall well-being of nurse leaders.

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# The influence of experiences of involvement in the COVID-19 rescue task on the professional identity among Chinese nurses: A qualitative study

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## ABSTRACT (ENGLISH)

### Aims

To explore the influence of experiences of involvement in the COVID-19 rescue task on professional identity among Chinese nurses from a qualitative method perspective.

### Background

Professional identity of nurses is not static and easily affected by many factors. The COVID-19 epidemic brings the tremendous physical and psychological challenges for rescue nurses. At present, there are limited data on the influence of rescue experiences on the nurses’ professional identity.

### Methods

This study used a face-to-face interview with semi-structured questions to learn about the influence of rescue experiences on the professional identity of nurses. Purposeful sampling was used to collect participants ( $n = 14$ ), and interview data were analysed following the Colaizzi’s phenomenological analysis.

### Results

The ‘impression of exhaustion and fear’, ‘feeling the unfairness’, ‘perceiving incompetence in rescue task’ and ‘unexpected professional benefits’ were the main factors affecting the professional identity of rescue nurses.

### Conclusion

The present study showed that special attention and targeted support measures should be provided to improve the professional identity of rescue nurses.

### Implications for Nursing Management

Nurse managers should make a post-epidemic recovery plan to help nurses to improve the professional identity. Designed education programmes and complete disaster response system should be developed to deal with infection disease in the future.

# Impact of exploitative leadership on psychological distress: A study of nurses

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## ABSTRACT (ENGLISH)

### Aim

This study tested the (a) impact of exploitative leadership on psychological distress of nurses via negative affectivity and (b) moderating role of psychological detachment from work between exploitative leadership and negative affectivity.

### Background

Destructive leadership, particularly exploitative leadership, has been less studied earlier in nursing research. Additionally, underlying mechanisms and boundary conditions that exist between exploitative leadership and negative employee outcomes were also missing in the nursing literature.

### Methods

This is a quantitative study in which temporally segregated data were collected from nurses ( $N = 231$ ) working in Pakistani hospitals through questionnaires.

### Results

Negative affectivity mediates the relationship between exploitative leadership and psychological distress among nurses, and psychological detachment from work weakens exploitative leadership and negative affectivity relationship.

### Conclusions

Exploitative leadership yields negative employee outcomes in the form of negative affectivity and psychological distress; however, these negative outcomes can be reduced through psychological detachment from work.

### Implications for Nursing Management

It is among the pioneer studies to unveil the exploitative side of leadership and its negative consequences for nurses. Psychological distress among nurses can be reduced by discouraging leader exploitative behaviour. Nurses could utilize psychological detachment from work as a tool to reduce negative outcomes of leader exploitative behaviour.

# Anxiety and work stress among newly employed nurses during the first year of a residency programme: A longitudinal study

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## ABSTRACT (ENGLISH)

### Aim

To explore changes in anxiety and work stress among new nurses in the first year of a 2-year residency programme.

### Background

Few studies have examined the anxiety and work stress of new nurses in a residency programme.

### Methods

This longitudinal study examined levels of anxiety and work stress among newly employed nurses over 1 year at 1 week and 1, 2, 3, 6, 9 and 12 months. Participants were purposively sampled from a medical centre in Taiwan. The Beck Anxiety Inventory and the Nurse Stress Checklist were used to measure anxiety and stress, respectively.

### Results

The nurses ( $N = 200$ ) generally perceived mild levels of anxiety and moderate work stress. However, anxiety and stress peaked at the first and second months. Levels stabilized by the sixth month. General ward nurses perceived higher stress levels than did those in emergency or operating rooms.

### Conclusions

Stress and work anxiety for new nurses peaked at 1–2 months of employment.

### Implications for Nursing Management

Nurse managers, preceptors and educators must work together with newly employed nurses in individualized learning and support, doing so to improve the transition experience and reduce levels of work stress and anxiety.

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# Using the Knowledge-to-Action Framework to understand experiences of breastfeeding guideline implementation: A qualitative study

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## ABSTRACT (ENGLISH)

### Aim

To examine the perceptions and experiences of health care professionals and mothers in relation to the implementation of a breastfeeding clinical practice guideline (CPG).

### Background

Breastfeeding CPG applications remain limited, and qualitative studies have indicated the need to overcome the perception by professionals of difficulties in applying recommendations.

### Methods

A qualitative study was conducted in a Spanish public hospital that implemented the Registered Nurses' Association of Ontario breastfeeding CPG from 2012 through 2015. Between May and August 2017, 27 semi-structured interviews were conducted with managers, with professionals in maternity and paediatric departments and with mothers. Deductive content analysis was performed following the stages in the Knowledge-To-Action (KTA) Framework.

### Results

We obtained five main categories: (a) problem as opportunity; (b) adequate context and adapted recommendations; (c) extent of implementation; (d) impact of results; and (e) knowledge use normalization.

### Conclusions

The KTA Framework assists understanding of the participation of the main actors in breastfeeding CPG implementation.

### Implications for Nursing Management

The nature of the interventions and the participation of managers, different professionals and mothers in a multi-unit setting generate a complex implementation process that reveals key factors to be taken into account in future CPG implementations.

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# Factors associated with insomnia among Chinese front-line nurses fighting against COVID-19 in Wuhan: A cross-sectional survey

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## ABSTRACT (ENGLISH)

### Aim

To investigate the prevalence of insomnia among front-line nurses fighting against COVID-19 in Wuhan, China, and analyse its influencing factors.

### Background

Insomnia is an important factor that can affect the health and work quality of nurses. However, there is a lack of big-sample studies exploring factors that affect the insomnia of nurses fighting against COVID-19.

### Method

This cross-sectional study using the Ascension Insomnia Scale, Fatigue Scale-14 and Perceived Stress Scale took place in March 2020. Participants were 1,794 front-line nurses from four tertiary-level general hospitals.

### Results

The prevalence of insomnia among participants was 52.8%. Insomnia was predicted by gender, working experience, chronic diseases, midday nap duration, direct participation in the rescue of patients with COVID-19, frequency of night shifts, professional psychological assistance during the pandemic, negative experiences (such as family, friends or colleagues being seriously ill or dying due to COVID-19), the degree of fear of COVID-19, fatigue and perceived stress.

### Conclusion

The level of insomnia among participants was higher than the normal level. Interventions based on influencing factors should be implemented to ensure nurses' sleep quality.

### Implications for Nursing Management

An in-depth understanding of the influencing factors of insomnia among front-line nurses can help nurse managers develop solutions to improve front-line nurses' sleep quality, which will enhance the physical and mental conditions of nurses and promote the quality of care.

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# Nurses role, importance and status in Armenia: A mixed method study

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## ABSTRACT (ENGLISH)

### Aim

To assess the perception of the nursing profession in Armenia from the perspective of multiple stakeholders, including nurses and the general public.

### Background

Nurses' role perception is a complex phenomenon defined by multiple stakeholders.

### Methods

The assessment used a convergent parallel mixed-methods design, with a dominant qualitative status. We conducted the qualitative phase through focus group discussions and in-depth interviews with 235 people and collected quantitative data in a cross-sectional telephone survey with 389 participants.

## Results

The nursing profession has been influenced by medical hierarchy and subordination, and none of the participants recognized nursing as an autonomous health care profession. The quantitative survey findings were largely consistent with the qualitative results. Our findings highlighted empathy and compassion as inherent qualities of nurses in Armenia.

## Conclusion

To change opinions about the nursing profession and highlight nurses' meaningful contribution to the provision of health care services, it is important to develop a national definition of nursing and introduce higher educational opportunities for nurses in Armenia.

## Implications for nursing management

The paper highlights the importance of quality education for preparing highly competent nurse managers who can become role models in promoting nurses' roles in health care systems and improving the professional and public image of nursing.

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# Impact of WeChat-based 'three good things' on turnover intention and coping style in burnout nurses

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## ABSTRACT (ENGLISH)

### Background

Few studies have considered functions of nurses' positive personality and behaviours on addressing their turnover intention.

### Aims

To explore the effects of WeChat-based 'three good things' (3GT) on burnout nurses' turnover intention and coping styles.

### Methods

A randomized controlled trial. 73 nurses were included in the intervention group ( $n = 33$ ) and the control group ( $n = 40$ ). The intervention group received WeChat-based 3GT. Turnover intention and coping style were measured before and after the intervention.

## Results

WeChat-based 3GT effectively reduced turnover intention and negative coping style (each  $p < .05$ ). Positive coping style was promoted after the intervention ( $p < .05$ ). Time effects as well as intervention and time interactions were significant in turnover intention and negative coping style (each  $p < .05$ ).

## Conclusion

Benefits of WeChat-based 3GT on turnover intention and coping style in burnout nurses were found. Nurses experienced lower levels of turnover intention and negative coping style and increased the usage of positive coping style after the intervention.

## Implications for nursing management

Nurse managers should incorporate 3GT intervention with popular social communication programmes to improve nurses' coping strategies towards clinical issues and maintain the stability of nursing teams.

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# Effects of organisational restructuring of hospitals on nurses

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## ABSTRACT (ENGLISH)

### Aim

The study aims to determine the thoughts, feelings and attitudes of nurses towards organisational change in hospitals, and the effects of organisational cynicism, job satisfaction, organisational commitment and work alienation on nurses' attitudes towards change.

### Background

Changes and employees' thoughts, attitudes and behaviours can be mutually affected in the process of transformation.

### Methods

The descriptive, correlative and cross-sectional study was conducted with 1,000 nurses in 52 public hospitals in Turkey.

### Results

Of the nurses, 59% explained that their workload had increased, and 57% experienced uncertainty and confusion due to the organisational changes in the hospitals. Nurses' total scale scores were  $2.86 \pm 0.65$  for attitude towards change,  $2.98 \pm 0.52$  for work alienation,  $2.97 \pm 0.84$  for organisational cynicism,  $2.98 \pm 0.70$  for job satisfaction and  $2.74 \pm 0.92$  for organisational commitment. Organisational cynicism had a significant effect on the attitude towards change of nurses ( $R^2 = 0.486$ ;  $F = 235.528$ ;  $p < .001$ ).

### Conclusion

The nurses had a moderate level of attitude towards change, organisational cynicism, job satisfaction, organisational commitment and work alienation. The primary influence on their attitude against change was their cynical thinking.

## Implications for Nursing Management

The findings of the study can be used to test strategies to reduce cynicism regarding effective management of change.

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# The effect of nurse staffing on patient-safety outcomes: A cross-sectional survey

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## ABSTRACT (ENGLISH)

### Aim

To analyse the effect of nurse staffing (number of nurses and staff structure) on patient-safety outcomes in hospitals in China.

### Background

The number of nurses has been shown to have a significant effect on patient-safety outcomes, but the structure of the nursing staff has received little attention.

### Methods

A cross-sectional survey was conducted in 211 units of 13 hospitals. Data on four patient-safety outcomes and numerical and structural indices of nurse staffing were collected from seven types of hospital units.

### Results

Nurse staffing had inconsistent effects on units' rates of fall and hospital-acquired pressure ulcers. The nurse-to-patient ratio and rate of nurses with work experience  $\leq 5$  years predicted fall rates, and rate of hospital-acquired pressure ulcers was positively correlated to the level of nurse staffing (low nurse-to-patient ratio and high bed-to-nurse number).

### Conclusions

The number and structure of nurses are both important to patient safety, and the rate of nurses with work experience  $\leq 5$  years might be a protective factor against adverse events.

### Implications for Nursing Management

Patient outcomes correlated with the number and structure of the nursing staff. Methods to balance the structure of nursing staff might be a topic worthy of examination in future studies.

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# Factors associated with nurses' willingness to participate in care of patients with COVID-19: A



# survey in China

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## ABSTRACT (ENGLISH)

### Aim

The research aims to assess nurses' willingness to participate in care of patients with coronavirus disease 2019 (COVID-19) in China and to identify its associated factors.

### Background

Along with the increasing number of infections, the world has paid widespread attention to COVID-19.

### Methods

This cross-sectional study used a convenience sampling method that included a demographics questionnaire and the Nurses' Perceived Professional Benefits Questionnaire. The survey was distributed to 1,787 nurses from 36 hospitals in China.

### Results

In total, 1,176 questionnaires were usable for this research. 92.79% of nurses were willing to participate in care of patients with COVID-19. Intensive care unit (ICU) nurses were less willing to participate, while surgical nurses were more willing to participate. In addition, nurses with high positive professional perception scores were more willing to participate than those with low scores.

### Conclusion

The vast majority of nurses were willing to participate in care of patients with COVID-19 in China. Surgical nurses and nurses with positive professional perceptions are more likely to be willing to participate in treatment.

### Implications for nursing management

To increase nurses' willingness to participate in care of patients with COVID-19, improving the sense of perceived professional benefits, offering salary and offering paid sick leave for nursing staff are effective ways. In addition, raising the awareness of infectious diseases and increased pre-disaster training during infectious diseases is critical.

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# Psychometric evaluation of a Patient Satisfaction Survey Questionnaire to assess advanced practice nurse ambulatory services in primary care

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## ABSTRACT (ENGLISH)

### Aim

To determine the construct validity and test–retest reliability of the Patient Satisfaction Survey Questionnaire (PSSQ).

### Background

Advanced practice nurses (APNs) co-manage patients with non-communicable diseases (NCDs) with public primary care physicians in Singapore. The original Nurse Practitioner Satisfaction Survey (NPSS) instrument was adapted (renamed as PSSQ) to assess satisfaction with APN service.

### Method

A total of 209 patients self-administered the PSSQ at first visit and repeated it in a retest through phone within the next 2 weeks in 2018. Cronbach's alpha and intra-class correlation (ICC) coefficients were performed to evaluate the internal consistency and test–retest reliability. Construct validity was determined by confirmatory factor analysis (CFA).

### Results

The overall Cronbach's alpha ( $>0.7$ ) and ICC scores (0.697–0.729) indicated excellent test–retest reliability and good internal consistency, respectively. The CFA results of three-factor model showed poor fit. Additional exploratory factor analysis (EFA) and principal component analysis (PCA) with varimax rotation revealed that adding another factor (communication with physician) resulted in a better model (eigenvalue  $> 1$ ). The ICC for the four-factor model ranged from 0.664 to 0.825, indicating fair to excellent reliability.

### Conclusion

The PSSQ shows good internal consistency and test–retest reliability. The four-factor model is a better instrument to assess APN service in local populations.

### Implications for Nursing Management

The validated PSSQ can be used as instrument to assess the quality of services provided by various categories of nurses, including registered nurses, nurse clinicians and APNs.

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# Perceptions of a statewide nurse mentorship programme: A qualitative study

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## ABSTRACT (ENGLISH)

### Purpose

To describe participants' perception of a formal statewide mentorship programme after changes had been made for

programme improvement.

### **Methods**

A qualitative descriptive design using focus group interviews was used to explore the experience of two cohorts of mentors and mentees, who participated in a structured, formalized nurse leader mentorship programme.

### **Data analysis**

The investigators individually reviewed and analysed the transcripts and reached consensus on common themes using the constant comparison method of analysis.

### **Findings**

Themes identified for the mentor focus group include the following: Giving Back; Rewarding and Energizing; Concrete Guidance; Not Always a Good Fit; Goal Setting; and Nourishing the Mentee. Mentee themes include the following: Lifeline for the Mentee; Moving from Reluctance to Reliance; Instilled Courage; and Gaining Confidence. A joint theme, Connected for Life, was also identified.

### **Conclusion**

The experience of mentors and mentees who participated in the statewide Mentorship Program was very positive as the participants stated that the program was effective in meeting its goals. Both mentees and mentors in this study found practical and emotional benefit through their participation in this formal Mentorship Program.

### **Implications for Nurse Management**

Statewide mentorship programmes can be effective mechanisms to support leaders or prospective leaders in their roles in an often chaotic and challenging health care environment.

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# A cross-sectional observational study of missed nursing care in hospitals in China

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## **ABSTRACT (ENGLISH)**

### **Aim**

To identify the risk of missed nursing care (MNC), and contributing factors, in Chinese hospitals.

### **Background**

National reporting of adverse incidents diminishes errors of commission. To further improve service quality and patient safety, MNC should be reduced.

### **Methods**

An online survey comprising the MISSCARE Survey and the McCloskey/Mueller Satisfaction Scale was conducted with a convenience sample of nurses ( $n = 6,158$ ) in 34 Chinese hospitals.

### **Results**

Participants' mean age was 30.6 ( $SD = 7.014$ ), and 2.5% were male. The most frequently missed nursing care items were basic care (12.7%–51.8%). The most frequently reported reasons were human resource issues

(63.1%–88.2%). Being female, no child, better educated, a manager, permanently employed, no night shift, inadequate friend support and job dissatisfaction influenced the perception of MNC (odds ratio 1.00–4.848).

### **Conclusions**

MNC often occurred in basic care involving informal caregivers or in surge status due to a sudden increase in workload.

### **Implications for Nursing Management**

Nurse managers should prioritize effective measures that target delegation competency and mobilization of nurses for flexible repositioning during need.

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# Spiritual climate in hospitals influences nurses' professional quality of life

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## **ABSTRACT (ENGLISH)**

### **Aims**

To assess the nurses' perceptions of spiritual climate of their hospital and to examine how it influences their professional quality of life (ProQoL).

### **Background**

Despite the advantages of positive spiritual organisational climate on the personal and professional lives of nurses, no study has attempted to investigate the influence of spiritual climate on nurses' ProQoL.

### **Method**

We surveyed 302 nurses in three general hospitals in Saudi Arabia in this cross-sectional study using the 'Spiritual Climate Scale' and the 'ProQoL scale version 5'.

### **Results**

Our findings indicated a modest spiritual climate and average scores in ProQoL. Marital status, religion and education were significant predictors of the nurses' perception of spiritual climate. The spiritual climate, hospital, marital status, nationality, religion, education, experience in the country and experience in the present hospital played multivariate effects on the nurses' ProQoL.

### **Conclusions**

Our study concludes that the spiritual climate in hospitals influences nurses' ProQoL.

### **Implications for Nursing Management**

This research provides direction for hospital policymakers and nurse leaders on the areas that could be improved to ensure excellent ProQoL among nurses. Making sure that the nurses' unique spirituality is encouraged, respected and accepted in clinical areas could contribute to improving compassion satisfaction and decreasing compassion fatigue among nurses.

# Acute stress disorder, coping self-efficacy and subsequent psychological distress among nurses amid COVID-19

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## ABSTRACT (ENGLISH)

### Purpose

Health care professionals, particularly nurses, are considered a vulnerable group to experience acute stress disorder (ASD) and subsequent psychological distress amid COVID-19 pandemic. This study aims to establish the prevalence of acute stress disorder and predictors of psychological distress among Jordanian nurses.

### Methods

A quantitative, cross-sectional, descriptive and comparative design was used. Data were collected using a Web-based survey. A total of 448 Jordanian nurses (73% females) completed and returned the study questionnaire.

### Results

The majority of nurses (64%) are experiencing ASD due to the COVID-19 pandemic and thus are at risk for PTSD predisposition. More than one-third of nurses (41%) are also suffering significant psychological distress. Among our sample, age, ASD and coping self-efficacy significantly predicted psychological distress. More specifically, younger nurses are more prone to experience psychological distress than older ones. While higher scores on ASD showed more resultant psychological distress, coping self-efficacy was a protective factor.

### Conclusion

Given that individuals who suffer from ASD are predisposed to PTSD, follow-up with nurses to screen for PTSD and referral to appropriate psychological services is pivotal. Coping self-efficacy is found to ameliorate the effect of psychological distress on nurses' traumatic experience. Such findings warrant intensive efforts from health care institutions to provide psychosocial support services for nurses and ongoing efforts to screen them for traumatic and psychological distress symptoms.

### Implications for Nursing Management

Nursing leaders and managers are in the forefront of responding to the unique needs of their workforces during the COVID-19 crisis. They need to implement stress-reduction strategies for nurses through providing consecutive rest days, rotating allocations of complex patients, arranging support services and being accessible to staff. They also need to ensure nurses' personal safety through securing and providing personal safety measures and undertake briefings to ensure their staff's physical and mental well-being, as well as providing referrals to appropriate psychological services.

# Assessment of patient safety climate by nurses in Slovak Public and private hospitals

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## ABSTRACT (ENGLISH)

### Aim

To examine variations in the safety climate reported by nurses in Slovak hospitals and to analyse the association between dimensions of the patient safety climate and demographic and organisational factors.

### Background

A deeper understanding of how safety climate varies across hospitals can be useful in determining areas with a potential for improvement. Staffing and non-punitive response to errors were identified in recent research syntheses as the weakest dimensions of safety climate that require strengthening.

### Methods

The sample consisted of 1,429 nurses working in public and private hospitals in Slovakia. The Hospital Survey on Patient Safety Culture questionnaire was used for data collection, and descriptive analysis was carried out to examine relationships between variables.

### Results

Nurses working in general private hospitals with a bed capacity of less than 500 beds were more positive about their hospital safety climate than other nurses working in differently organised hospitals. The lowest number of positive responses was scored in the domain of 'Non-Punitive Response to Error'. This result came from a blame-free error-reporting atmosphere.

### Conclusions

Nurses perceived a higher level of patient safety when they had experienced better sharing of information on event reporting and had better learning opportunities.

### Implications for Nursing Management

The results revealed strengths and weaknesses of the patient safety climate in the network of Slovak hospitals from the perspective of nurses working in these hospitals. This knowledge can enable nurse managers to instigate supportive strategies for just reporting, and learning from events, within an enhanced safety culture.

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## Health-related behaviours of nurses in Poland: The role of Type D personality

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## ABSTRACT (ENGLISH)

### Aim

To evaluate the factors affecting the health-related behaviours among nurses in Poland, including the influence of Type D personality.

### Background

Some nurses appear to adopt an unhealthy lifestyle to cope with the stressful nature of their work, which can affect their professional performance and contribute to the burden on our health care system. However, the factors driving the health-related behaviours among nurses in Poland have not been adequately studied.

### Method

This was a descriptive study conducted from June 2017 to May 2018 among nurses ( $N = 1,080$ ) working primary care or in training facilities in Silesia, Poland. Data were acquired through a series of questionnaires and are presented as descriptive statistics.

### Results

A total of 379 (35%) nurses consumed alcohol in a harmful way, and ~20% were smokers. Almost all nurses (94.5%) could make dietary improvements. Over half (68%) reported moderate stress levels, and 179 (16.6%) were extremely stressed. Compared with non-Type D individuals, nurses with Type D personality more commonly used ineffective techniques for dealing with stress (i.e. denial and abreaction;  $p < .001$ ), had lower mood ( $p < .001$ ) and had a poorer diet ( $p = .001$ ).

### Conclusion

The majority of nurses in Poland lead an unhealthy lifestyle and report moderate to severe levels of stress. Nurses with Type D personality more commonly use ineffective techniques for dealing with stress (i.e. avoidance strategies), have lower mood and have a poorer diet than those with non-Type D personality.

### Implications for Nursing Management

Promoting healthy behaviours and developing stress management techniques among nurses, particularly those with Type D personality, may improve nurses' well-being and professional performance, and help set a better example for patients.

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## Getting more men into nursing: An urgent priority (too little, too late)

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# COVID-19 anxiety among front-line nurses: Predictive role of organisational support, personal resilience and social support

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## ABSTRACT (ENGLISH)

### Aim

This study examines the relative influence of personal resilience, social support and organisational support in reducing COVID-19 anxiety in front-line nurses.

### Background

Anxiety related to the COVID-19 pandemic is prevalent in the nursing workforce, potentially affecting nurses' well-being and work performance. Identifying factors that could help maintain mental health and reduce coronavirus-related anxiety among front-line nurses is imperative. Currently, no studies have been conducted examining the influence of personal resilience, social support and organisational support in reducing COVID-19 anxiety among nurses.

### Methods

This cross-sectional study involved 325 registered nurses from the Philippines using four standardized scales.

### Results

Of the 325 nurses in the study, 123 (37.8%) were found to have dysfunctional levels of anxiety. Using multiple linear regression analyses, social support ( $\beta = -0.142$ ,  $p = .011$ ), personal resilience ( $\beta = -0.151$ ,  $p = .008$ ) and organisational support ( $\beta = -0.127$ ,  $p = .023$ ) predicted COVID-19 anxiety. Nurse characteristics were not associated with COVID-19 anxiety.

### Conclusions

Resilient nurses and those who perceived higher organisational and social support were more likely to report lower anxiety related to COVID-19.

### Implication for Nursing Management

COVID-19 anxiety may be addressed through organisational interventions, including increasing social support, assuring adequate organisational support, providing psychological and mental support services and providing resilience-promoting and stress management interventions.



# How transformational leadership and clan culture influence nursing staff's willingness to stay

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## ABSTRACT (ENGLISH)

### Aim

To explore the impact mechanism of transformational leadership and clan culture on the willingness to stay of nursing staff in the aged care industry.

### Background

Previous researchers had paid much attention to the leadership and culture, yet it was unclear how the transformational leadership and clan culture influence the willingness to stay of nursing staff, especially those in the aged care industry.

### Methods

A questionnaire was conducted in an aged care agency in Anhui Province, with a total of 217 valid questionnaires collected for empirical analysis.

### Results

(a) Transformational leadership indirectly affects willingness to stay by affecting organisational commitment and job satisfaction. (b) Clan culture also affects the willingness to stay by affecting their organisational commitment and job satisfaction. (c) Professional identity also has a significant positive impact on the willingness to stay.

### Conclusions

The findings of the study emphasize the importance of transformational leadership and clan culture in enhancing the willingness to stay of nursing staff in the aged care industry, and clarify the specific impact mechanism.

### Implications for Nursing Management

Nurse leaders in the aged care agencies should improve transformational leadership, and strive to build clan culture to help retain nursing staff better.

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# A scoping review of the nursing workforce's changing demography: Supporting Baby-Boomer nurses

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## ABSTRACT (ENGLISH)

### Aims

This scoping review discusses two telecommuting options to advance scholarship regarding Baby-Boomer nurses' delayed retirement and to extend their contribution to bedside nursing.

### Background

Peer-reviewed studies published in the 15 years before COVID-19 indicate that Baby-Boomer nurses' retirement will increase the global nursing shortage. However, three international trends have affected Baby-Boomer nurses' decision to delay their retirement.

### Evaluation

This review observed the scoping review framework.

### Key issues

COVID-19 further disrupts the current understanding of Baby-Boomer nurses' retirement as they recognize COVID-19's impact on health care systems and younger nurses. Technological advancements and the changing needs of health care delivery have made telecommuting a practical possibility.

### Conclusion

Baby-Boomer nurses can leverage alternative work arrangements to meet their needs and to contribute to clinical practice through telecommuting. This approach extends Baby-Boomer nurses' careers and creates a resource for bedside nurses.

### Implications for Nursing Management

Clinical experience matters at the bedside. Telecommuting maximizes the retention of Baby-Boomer nurses' clinical expertise to benefit patients and to socialize bedside nurses. Baby-Boomer nurses can contribute to patient monitoring as well as patient education and counselling through telehealth. They can also provide asynchronous and synchronous telementoring to bedside nurses.

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# Determining nursing service management standards in Turkey: A Delphi study

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## ABSTRACT (ENGLISH)

### Objective

To establish the current management standards needed by nurse managers in Turkey and to share the process of establishing standards.

### Background



Relevant and utilizable nursing management standards are needed for effective and efficient nursing administration to achieve better outcomes in health care.

### Methods

A three-round e-Delphi method was used in this study. First, the experts were asked an open-ended question. In the second and third rounds, data analysis measurements included item-by-item per cent agreement, standard deviation, average, median and interquartile range.

### Results

At the end of the third round, 49 standards were obtained under five main standards for nurse managers: management and organisation; leadership; human resources management; quality management; and professionalism.

### Conclusion

The results of this study, which represent a consensus on nursing management standards drawn from the views of experts across regions and institutions in Turkey, provide a baseline to design, manage and evaluate nursing services.

### Implications for Nursing Management

Nursing management standards, which are fundamental for designing, leading and evaluating nursing services, give a framework for nurse managers to provide effective and efficient administrative practices.

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## The support needs of Australian primary health care nurses during the COVID-19 pandemic

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### ABSTRACT (ENGLISH)

#### Aim

To identify Australian primary health care nurses' immediate support needs during the COVID-19 pandemic.

#### Background

COVID-19 has had widespread implications for primary health care nurses. Supporting these nurses' capacity to deliver quality care ensures that ongoing health needs can be met.

#### Methods

Primary health care nurses were recruited to an online survey via social media and professional organisations in April 2020.

## Results

Six-hundred and thirty-seven responses were included in the analysis. Participants provided 1,213 statements about perceived supports required to provide quality clinical care. From these, seven key categories emerged, namely personal protective equipment, communication, funding, industrial issues, self-care, workplace factors and valuing nurses.

## Conclusion

A number of key issues relating to personal health and safety, care quality and job security need to be addressed to support primary health care nurses during the COVID-19 pandemic. Addressing these support issues can assist in retaining nurses and optimizing the role of primary health care nurses during a pandemic.

## Implications for Nursing Management

Responding to the needs of primary health care nurses has the potential to facilitate their role in providing community-based health care. This knowledge can guide the provision of support for primary health care nurses during the current pandemic, as well as informing planning for future health crises across the health service.

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# The association between occupational physical activity, psychosocial factors and perceived work ability among nurses

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## ABSTRACT (ENGLISH)

### Aim

To examine the relationship between physical and psychosocial work-related risk factors and perceived work ability (PWA) among nurses.

### Background

The work of nurses is challenging due to its high physical and mental workload. This might reduce PWA. A sustainable level of PWA is crucial to maintain well-being at work and to prevent early dropout. As a consequence, gaining a better understanding of which factors play a role in determining PWA is essential for health care organisations.

### Methods

The associations between work-related risk factors and PWA were investigated among 114 nurses from Ghent University Hospital, Belgium. PWA and psychosocial factors were subjectively assessed. Occupational physical activity (OPA) was objectively measured over a period of 2-5 days using two accelerometers.

### Results

No association between OPA and PWA was found. Multiple linear regression models revealed that job demands were negatively associated with PWA, whereas job control showed a positive association with PWA.

### Conclusions

The results highlight the importance of psychosocial factors for more research on the PWA of nurses. Further investigation into the specific physical work demands of nurses is called for.

## Implications for Nursing Management

Giving attention to psychosocial factors is crucial to enhance the PWA and well-being of nurses.

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# Understanding and measuring nurses' professionalism: Development and validation of the Nurses' Professionalism Inventory

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## ABSTRACT (ENGLISH)

### Aims

To develop a self-report assessment inventory to evaluate nurses' professionalism and test its validity and reliability.

### Background

Professionalism is essential for nurses' development. To promote professionalism, evaluation indices must be developed.

### Methods

The Nurses' Professionalism Inventory (NPI) was constructed through a literature review and interviews with expert nurses and other medical personnel. An anonymized cross-sectional survey that included this inventory was administered to 5,739 nurses in hospitals throughout Japan.

### Results

A total of 4,183 (72.8%) questionnaires were returned, of which 3,655 (63.7%) with valid responses were used for further analyses. The Nurses' Professionalism Inventory consists of five subscales containing 28 items: (a) accountability, (b) self-improvement, (c) professional attitude, (d) advancement of the nursing profession and (e) professional membership. The internal consistency reliability (Cronbach's alpha) ranged from 0.84 to 0.90. Confirmatory factor analysis revealed that this five-factor structure had good fit. The test-retest intraclass correlations were consistently greater than 0.6.

### Conclusions

The Nurses' Professionalism Inventory is valid and reliable.

### Implications for nursing management

The Nurses' Professionalism Inventory could be used to evaluate changes in nurses' professionalism and programmes designed to promote nurses' professionalism.

# Interventions to promote teamwork, delegation and communication among registered nurses and nursing assistants: An integrative review

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## ABSTRACT (ENGLISH)

### Aims

To understand the strategies to influence patient outcomes by synthesizing existing evidence on effective interventions for teamwork, delegation and communication between registered nurses and nursing assistants.

### Background

Three-quarters of deaths in hospitals are related to breakdowns in teamwork and communication. Acute care systems utilize teams of registered nurses and nursing assistants for primary delivery of nursing care. Research has been conducted to improve the partnership between the dyad. Literature reviews are needed to synthesize the effectiveness of delegation and communication interventions between registered nurses and nursing assistants on patient outcomes.

### Methods

The authors applied Whittemore and Knaff's integrative review methodology to conduct an integrative review of the literature. Databases searched included Cumulative Index to Nursing and Allied Health Literature, MEDLINE and PubMed along with reference searches. Included articles were intervention studies related to teamwork, delegation or communication between registered nurses and nursing assistants, and published from 2000 to 2019. Methodological quality was assessed utilizing the Mixed Methods Appraisal Tool. The Systems Engineering Initiative for Patient Safety model 2.0 was applied as a guiding framework to analyse the findings.

### Results

Seven articles met the inclusion criteria. The interventions in these articles focused on building a foundation of trust and respect through simulation, education and mindful communication. Four of the seven articles measured patient outcomes including patient falls, hospital-acquired pressure injuries and patient satisfaction. Three articles reported decreased patient falls, two articles reported increased patient satisfaction, while one article reported a reduction in pressure injury. Five of the studies reported improved teamwork and/or communication, and two studies reported improved job satisfaction.

### Conclusions

There has been limited research on the impact of the registered nurse-nursing assistant relationship on patient safety and care outcomes. The existing research demonstrates a need for interventions to foster a dynamic and effective relationship between registered nurses and nursing assistants. There is a need for more interventional studies linking improved teamwork, delegation and communication between the registered nurse and nursing assistant to patient outcomes such as falls and hospital-acquired pressure injury.

### Implications for Nursing Management

Several interventions exist to improve teamwork and communication between the registered nurse-nursing assistant dyad. Leaders need to assess their own culture and develop interventions to build and maintain high-functioning teams. Future research is necessary to develop interventions aimed at improving delegation from registered nurses to nursing assistants for applicable activities.

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# Transformational leadership, knowledge sharing and reflection, and work teams' performance: A structural equation modelling analysis

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## ABSTRACT (ENGLISH)

### Aim

The aim was to determine whether there are relationships among transformational leadership, safe team climate, knowledge sharing and reflection, and team performance in nursing and social work teams.

### Background

Based on organisational learning theory, we hypothesized that transformational leadership could create a safe team climate that fosters knowledge sharing and reflection in teams and thus influences the performance of teams.

### Methods

We conducted a cross-sectional study using questionnaires and validated scales to measure transformational leadership, safe team climate, knowledge sharing and reflection, and performance. The sample consisted of 32 teams ( $N = 32$  teams,  $n = 183$  team members).

### Results

We conducted structural equation modelling. The results indicate that reflection positively relates with team performance, transformational leadership has a direct positive relationship with safe team climate, and safe team climate has positive relationships with knowledge sharing and reflection.

### Conclusion

Our findings regarding transformational leadership's positive influence on teams in nursing and social work fill an important gap in the literature. The study's limitations are the use of self-reports and a small sample size.

### Implications for nursing management

Our results indicate that transformational leadership can foster a safe climate in work teams and hereby team learning and performance.

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# Family-supportive supervisor behaviour positively affects work behaviour and nonwork well-being among men in long-term care

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## ABSTRACT (ENGLISH)

### Aims

This study examined whether family-supportive supervisor behavior is associated with work behavior (safety compliance and organizational citizenship behavior) and nonwork well-being (family time adequacy, time in bed and sleep quality) among men working in long-term care. Men's nonwork care roles for children (double-duty-child caregivers), adult relatives (double-duty-adult caregivers), or children and adult relatives (triple-duty caregivers) were assessed as moderators.

### Background

Family-supportive supervisor behaviour is a modifiable workplace practice that may help recruit and retain men in nursing amid their increasing nonwork demands.

### Method

Multiple linear regression analysis was performed on cross-sectional, secondary survey data from 122 men working in U.S.-based nursing homes.

### Results

Family-supportive supervisor behaviour was directly and positively related to safety compliance, organisational citizenship behaviour and family time adequacy. It was also positively associated with time in bed and sleep quality for double-duty caregivers.

### Conclusion

Family-supportive supervisor behaviour plays an important role in the work behaviour and nonwork well-being of men with and without nonwork care roles in the long-term care workforce, a finding with favourable implications at the employee and organisational level.

### Implications for Nursing Management

Managers need to recognize that family-supportive supervisor behavior can benefit men, as many have nonwork caregiving responsibilities. Training may facilitate nurse managers' engagement in family-supportive supervisor behaviour and, in turn, improve employees' work and nonwork outcomes (link to training resources provided).



## Bibliography

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

Hartin, P., Birks, M., & Lindsay, D. (2020). Bullying in nursing: How has it changed over 4 decades? *Journal of Nursing Management*, 28(7), 1619-1626. doi:<https://doi.org/10.1111/jonm.13117>

**Aim**This study sought to explore how bullying in the nursing profession in Australia has changed over four decades, and why it continues to persist.**Background**Bullying in nursing is recognized as a pervasive problem. While much attention has been given to demonstrating the existence and impact of bullying in the nursing profession, little is understood about the evolution of this phenomenon and factors that contribute to its persistence.**Methods**This study employed an historical methodology using the testimony method of data collection. Testimonies were collected online and via interview from seventy registered nurses across Australia. Data were analysed using a three-dimensional analysis to produce a chronological historiography.**Results**This study found that the antecedents, manifestations, responses to and impacts of bullying in the nursing profession changed according to context and over time. The findings shed light on the role of nurse managers in the prevention and appropriate management of bullying in the workplace.**Conclusion**Prevention and intervention approaches must be developed to combat the complex and changing factors that allow bullying to persist.**Implications for Nursing Management**This study shows the role that management plays in tackling the problem of bullying in nursing. It can no longer be acceptable for culture to be used as an excuse for unacceptable behaviour, nor for power to be abused to protect perpetrators of workplace bullying. The findings discussed in this paper reveal that inexperienced nurse managers are often ill-equipped to identify and manage bullying. Nurses in management positions must recognize and acknowledge this deficit if the problem of bullying is to be effectively tackled.

Sasaki, M., Ogata, Y., Morioka, N., Yonekura, Y., Yumoto, Y., Matsuura, K., . . . Liden, R. C. (2020). Reliability and validity of the multidimensional measure of Leader–Member exchange Japanese version for staff nurses. *Journal of Nursing Management*, 28(7), 1489-1497. doi:<https://doi.org/10.1111/jonm.13074>

**Aim**To verify the reliability and validity of Multidimensional Measure of Leader–Member Exchange Japanese version (LMX-MDM-J) for staff nurses.**Background**Staff nurses who have a high-quality relationship with nurse managers tend to have low turnover intention. However, the validity and reliability of LMX-MDM Japanese version have not been confirmed.**Methods**Staff nurses (n = 870) working in wards of four Japanese hospitals were surveyed using self-administered questionnaires. Reliability was tested by internal consistency. Validity was tested by the confirmatory factor analysis for construct validity and relationships with external criteria for criterion-related validity.**Results**There were 450 valid responses. Cronbach's  $\alpha$  coefficients of the overall scale and each dimension were 0.97 and 0.86–0.95, respectively. The goodness-of-fit indices of the confirmatory factor analysis showed CFI = 0.981 and RMSEA = 0.076. Correlation coefficients with external criteria were 0.57 for job satisfaction, 0.80 for relationship satisfaction with the nurse manager and –0.36 for turnover intention (all  $p < .001$ ).**Conclusion**The reliability and validity of LMX-MDM-J were determined to be adequate for staff nurses.**Implications for Nursing Management**LMX-MDM-J can accurately measure the quality of the dyadic relationship between nurse managers and staff nurses. This measurement indicates whether nurse managers are providing leadership.

He, H., Yu, P., Li, L., Xiao, X., Long, Y., Wang, L., . . . Li, Y. (2020). Patient safety culture and obstacles to adverse event reporting in nursing homes. *Journal of Nursing Management*, 28(7), 1536-1544. doi:<https://doi.org/10.1111/jonm.13098>

**Aims**To investigate patient safety culture and its relationship with obstacles to adverse event reporting in Chinese nursing homes.**Background**Reporting obstacles are related to high incidences and unreported rates of adverse events. Patient safety culture is also associated with adverse events. However, the relationship between reporting obstacles and patient safety culture in nursing homes is unclear.**Methods**A cross-sectional survey was conducted with a random sampling method among 549 staff members in six nursing homes using instruments of the Nursing Home Survey on Patient Safety Culture and the Adverse Event Reporting Obstacle Scale. The Pearson correlation coefficient, independent t tests, ANOVA tests and multivariate regression analysis were used.**Results**Patient safety culture in nursing homes was associated with facility ownership ( $p < .001$ ), facility scale ( $p < .001$ ), reporting

management ( $p < .001$ ), whether it was an integrated care institution ( $p = .006$ ), frequency of concern about patient safety ( $p = .001$ ), occurrence of adverse events in departments ( $p = .001$ ) and a punitive atmosphere ( $p = .044$ ). Adverse event reporting obstacles were negatively correlated with patient safety culture ( $p < .05$ ). Conclusion An improvement in patient safety culture was associated with a reduction in reporting obstacles in nursing homes. Implications for Nursing Management A barrier-free adverse event reporting system should be built to reduce reporting obstacles and create a non-punitive patient safety culture in nursing homes.

Galiano, A., Simonetti, M., Quiroga, N., & Larrain, A. (2020). Development, implementation and evaluation of an evidence-based practice model in a new hospital in Chile. *Journal of Nursing Management*, 28(7), 1748-1757. doi:<https://doi.org/10.1111/jonm.13134>

Aims To describe an implementation programme for an evidence-based practice (EBP) model in a new Chilean hospital and to analyse the programme evaluation results. Background Evidence-based practice is key to professional nursing for improving health care safety and quality. Methods First, a literature review was performed to develop an institutional EBP model. Second, internal and external analyses contributed to assessing facilitators for and barriers to implementation. Third, a multi-stage implementation plan was conducted. Fourth, process and outcome indicators were evaluated. Results The model considered the basic elements of EBP and outlined different decision-making levels in clinical practice. Several facilitators for implementation were identified. Each implementation stage included activities addressing EBP knowledge, attitude and skills. Outcome indicators showed significant improvement regarding knowledge ( $p = .038$ ). Providers with formal EBP training, compared with providers without training, showed a significant difference of 8.6% (0.6 points) in the average CPBE-19 score in knowledge, attitude and application in the last evaluation ( $p < .01$ ). Conclusion Having an EBP programme with ongoing implementation strategies improves knowledge over time, and formal training enhances positive results. Implications for nursing management Nurse managers can build an institutional research culture to improve the quality of care using an EBP programme that fits organisational needs.

Yu, J., Song, H., Shi, H., & Wang, K. (2020). Association between work–family conflict and overall well-being among Chinese nurse leaders. *Journal of Nursing Management*, 28(7), 1498-1503. doi:<https://doi.org/10.1111/jonm.13084>

Aim To explore the association between work–family conflict and overall well-being among Chinese nurse leaders. Background Nurse leaders are constantly busy at the clinical frontline, mostly experience high stress levels at work and have little time to spend with the family. There is little evidence to know about the association between work–family conflict and overall well-being, which is essential for high-quality medical care. Methods A cluster sampling method was used to recruit 42 nurse leaders. Data were collected using the Chinese versions of the Multidimensional Work–Family Conflict Scale and the General Well-Being Schedule. Descriptive analyses, independent t tests, ANOVAs and Pearson's correlation were used for the statistical analysis. Results The mean scores (SD) of work–family conflict and well-being were 2.17 (0.57) and 4.51 (0.61), respectively. Negative correlations were observed with strain-based and behaviour-based work–family conflict and overall well-being. Conclusion Stress from work–family conflict is positively correlated with the overall well-being of Chinese nurse leaders. Implications for Nursing Management Hospital administrators should be aware of specific risk factors and implement accordingly the interventional strategies to decrease the stress levels and improve the overall well-being of nurse leaders.

Sheng, Q., Zhang, X., Wang, X., & Cai, C. (2020). The influence of experiences of involvement in the COVID-19 rescue task on the professional identity among Chinese nurses: A qualitative study. *Journal of Nursing Management*, 28(7), 1662-1669. doi:<https://doi.org/10.1111/jonm.13122>

Aims To explore the influence of experiences of involvement in the COVID-19 rescue task on professional identity among Chinese nurses from a qualitative method perspective. Background Professional identity of nurses is not static and easily affected by many factors. The COVID-19 epidemic brings the tremendous physical and psychological challenges for rescue nurses. At present, there are limited data on the influence of rescue experiences on the nurses' professional identity. Methods This study used a face-to-face interview with semi-structured questions to learn

about the influence of rescue experiences on the professional identity of nurses. Purposeful sampling was used to collect participants (n = 14), and interview data were analysed following the Colaizzi's phenomenological analysis. Results The 'impression of exhaustion and fear', 'feeling the unfairness', 'perceiving incompetence in rescue task' and 'unexpected professional benefits' were the main factors affecting the professional identity of rescue nurses. Conclusion The present study showed that special attention and targeted support measures should be provided to improve the professional identity of rescue nurses. Implications for Nursing Management Nurse managers should make a post-epidemic recovery plan to help nurses to improve the professional identity. Designed education programmes and complete disaster response system should be developed to deal with infection disease in the future.

Majeed, M., & Fatima, T. (2020). Impact of exploitative leadership on psychological distress: A study of nurses. *Journal of Nursing Management*, 28(7), 1713-1724. doi:<https://doi.org/10.1111/jonm.13127>

Aim This study tested the (a) impact of exploitative leadership on psychological distress of nurses via negative affectivity and (b) moderating role of psychological detachment from work between exploitative leadership and negative affectivity. Background Destructive leadership, particularly exploitative leadership, has been less studied earlier in nursing research. Additionally, underlying mechanisms and boundary conditions that exist between exploitative leadership and negative employee outcomes were also missing in the nursing literature. Methods This is a quantitative study in which temporally segregated data were collected from nurses (N = 231) working in Pakistani hospitals through questionnaires. Results Negative affectivity mediates the relationship between exploitative leadership and psychological distress among nurses, and psychological detachment from work weakens exploitative leadership and negative affectivity relationship. Conclusions Exploitative leadership yields negative employee outcomes in the form of negative affectivity and psychological distress; however, these negative outcomes can be reduced through psychological detachment from work. Implications for Nursing Management It is among the pioneer studies to unveil the exploitative side of leadership and its negative consequences for nurses. Psychological distress among nurses can be reduced by discouraging leader exploitative behaviour. Nurses could utilize psychological detachment from work as a tool to reduce negative outcomes of leader exploitative behaviour.

Yueh-E Lin, Chien-Ning Tseng, Mei-Fang Wang, Shu-Fang, V. W., Sui-Whi Jane, & Li-Yu Chien. (2020). Anxiety and work stress among newly employed nurses during the first year of a residency programme: A longitudinal study. *Journal of Nursing Management*, 28(7), 1598-1606. doi:<https://doi.org/10.1111/jonm.13114>

Aim To explore changes in anxiety and work stress among new nurses in the first year of a 2-year residency programme. Background Few studies have examined the anxiety and work stress of new nurses in a residency programme. Methods This longitudinal study examined levels of anxiety and work stress among newly employed nurses over 1 year at 1 week and 1, 2, 3, 6, 9 and 12 months. Participants were purposively sampled from a medical centre in Taiwan. The Beck Anxiety Inventory and the Nurse Stress Checklist were used to measure anxiety and stress, respectively. Results The nurses (N = 200) generally perceived mild levels of anxiety and moderate work stress. However, anxiety and stress peaked at the first and second months. Levels stabilized by the sixth month. General ward nurses perceived higher stress levels than did those in emergency or operating rooms. Conclusions Stress and work anxiety for new nurses peaked at 1–2 months of employment. Implications for Nursing Management Nurse managers, preceptors and educators must work together with newly employed nurses in individualized learning and support, doing so to improve the transition experience and reduce levels of work stress and anxiety.

Antonio Jesús Ramos-Morcillo, David Harillo-Acevedo, & Maria Ruzafa-Martinez. (2020). Using the Knowledge-to-Action framework to understand experiences of breastfeeding guideline implementation: A qualitative study. *Journal of Nursing Management*, 28(7), 1670-1685. doi:<https://doi.org/10.1111/jonm.13123>

Aim To examine the perceptions and experiences of health care professionals and mothers in relation to the implementation of a breastfeeding clinical practice guideline (CPG). Background Breastfeeding CPG applications remain limited, and qualitative studies have indicated the need to overcome the perception by professionals of

difficulties in applying recommendations. **Methods** A qualitative study was conducted in a Spanish public hospital that implemented the Registered Nurses' Association of Ontario breastfeeding CPG from 2012 through 2015. Between May and August 2017, 27 semi-structured interviews were conducted with managers, with professionals in maternity and paediatric departments and with mothers. Deductive content analysis was performed following the stages in the Knowledge-To-Action (KTA) Framework. **Results** We obtained five main categories: (a) problem as opportunity; (b) adequate context and adapted recommendations; (c) extent of implementation; (d) impact of results; and (e) knowledge use normalization. **Conclusions** The KTA Framework assists understanding of the participation of the main actors in breastfeeding CPG implementation. **Implications for Nursing Management** The nature of the interventions and the participation of managers, different professionals and mothers in a multi-unit setting generate a complex implementation process that reveals key factors to be taken into account in future CPG implementations.

Zhan, Y., Liu, Y., Liu, H., Li, M., Shen, Y., Gui, L., . . . Yu, J. (2020). Factors associated with insomnia among chinese front-line nurses fighting against COVID-19 in wuhan: A cross-sectional survey. *Journal of Nursing Management, 28(7)*, 1525-1535. doi:<https://doi.org/10.1111/jonm.13094>

**Aim** To investigate the prevalence of insomnia among front-line nurses fighting against COVID-19 in Wuhan, China, and analyse its influencing factors. **Background** Insomnia is an important factor that can affect the health and work quality of nurses. However, there is a lack of big-sample studies exploring factors that affect the insomnia of nurses fighting against COVID-19. **Method** This cross-sectional study using the Ascension Insomnia Scale, Fatigue Scale-14 and Perceived Stress Scale took place in March 2020. Participants were 1,794 front-line nurses from four tertiary-level general hospitals. **Results** The prevalence of insomnia among participants was 52.8%. Insomnia was predicted by gender, working experience, chronic diseases, midday nap duration, direct participation in the rescue of patients with COVID-19, frequency of night shifts, professional psychological assistance during the pandemic, negative experiences (such as family, friends or colleagues being seriously ill or dying due to COVID-19), the degree of fear of COVID-19, fatigue and perceived stress. **Conclusion** The level of insomnia among participants was higher than the normal level. Interventions based on influencing factors should be implemented to ensure nurses' sleep quality. **Implications for Nursing Management** An in-depth understanding of the influencing factors of insomnia among front-line nurses can help nurse managers develop solutions to improve front-line nurses' sleep quality, which will enhance the physical and mental conditions of nurses and promote the quality of care.

Sahakyan, S., Akopyan, K., & Petrosyan, V. (2020). Nurses role, importance and status in armenia: A mixed method study. *Journal of Nursing Management, 28(7)*, 1561-1569. doi:<https://doi.org/10.1111/jonm.13109>

**Aim** To assess the perception of the nursing profession in Armenia from the perspective of multiple stakeholders, including nurses and the general public. **Background** Nurses' role perception is a complex phenomenon defined by multiple stakeholders. **Methods** The assessment used a convergent parallel mixed-methods design, with a dominant qualitative status. We conducted the qualitative phase through focus group discussions and in-depth interviews with 235 people and collected quantitative data in a cross-sectional telephone survey with 389 participants. **Results** The nursing profession has been influenced by medical hierarchy and subordination, and none of the participants recognized nursing as an autonomous health care profession. The quantitative survey findings were largely consistent with the qualitative results. Our findings highlighted empathy and compassion as inherent qualities of nurses in Armenia. **Conclusion** To change opinions about the nursing profession and highlight nurses' meaningful contribution to the provision of health care services, it is important to develop a national definition of nursing and introduce higher educational opportunities for nurses in Armenia. **Implications for nursing management** The paper highlights the importance of quality education for preparing highly competent nurse managers who can become role models in promoting nurses' roles in health care systems and improving the professional and public image of nursing.

Yu-Fang Guo, Plummer, V., Cross, W., Lam, L., & Jing-Ping Zhang. (2020). Impact of WeChat-based 'three good things' on turnover intention and coping style in burnout nurses. *Journal of Nursing Management, 28(7)*, 1570-1577. doi:<https://doi.org/10.1111/jonm.13111>

**Background**Few studies have considered functions of nurses' positive personality and behaviours on addressing their turnover intention.**Aims**To explore the effects of WeChat-based 'three good things' (3GT) on burnout nurses' turnover intention and coping styles.**Methods**A randomized controlled trial. 73 nurses were included in the intervention group (n = 33) and the control group (n = 40). The intervention group received WeChat-based 3GT. Turnover intention and coping style were measured before and after the intervention.**Results**WeChat-based 3GT effectively reduced turnover intention and negative coping style (each  $p < .05$ ). Positive coping style was promoted after the intervention ( $p < .05$ ). Time effects as well as intervention and time interactions were significant in turnover intention and negative coping style (each  $p < .05$ ).**Conclusion**Benefits of WeChat-based 3GT on turnover intention and coping style in burnout nurses were found. Nurses experienced lower levels of turnover intention and negative coping style and increased the usage of positive coping style after the intervention.**Implications for nursing management**Nurse managers should incorporate 3GT intervention with popular social communication programmes to improve nurses' coping strategies towards clinical issues and maintain the stability of nursing teams.

Özçelik, S. K., Öztürk, H., & Bahçecik, A. N. (2020). Effects of organisational restructuring of hospitals on nurses. *Journal of Nursing Management*, 28(7), 1740-1747. doi:<https://doi.org/10.1111/jonm.13133>

**Aim**The study aims to determine the thoughts, feelings and attitudes of nurses towards organisational change in hospitals, and the effects of organisational cynicism, job satisfaction, organisational commitment and work alienation on nurses' attitudes towards change.**Background**Changes and employees' thoughts, attitudes and behaviours can be mutually affected in the process of transformation.**Methods**The descriptive, correlative and cross-sectional study was conducted with 1,000 nurses in 52 public hospitals in Turkey.**Results**Of the nurses, 59% explained that their workload had increased, and 57% experienced uncertainty and confusion due to the organisational changes in the hospitals. Nurses' total scale scores were  $2.86 \pm 0.65$  for attitude towards change,  $2.98 \pm 0.52$  for work alienation,  $2.97 \pm 0.84$  for organisational cynicism,  $2.98 \pm 0.70$  for job satisfaction and  $2.74 \pm 0.92$  for organisational commitment. Organisational cynicism had a significant effect on the attitude towards change of nurses ( $R^2 = 0.486$ ;  $F = 235.528$ ;  $p < .001$ ).**Conclusion**The nurses had a moderate level of attitude towards change, organisational cynicism, job satisfaction, organisational commitment and work alienation. The primary influence on their attitude against change was their cynical thinking.**Implications for Nursing Management**The findings of the study can be used to test strategies to reduce cynicism regarding effective management of change.

Wang, L., Lu, H., Xu, D., Huang, X., Li, B., Wan, Q., & Shang, S. (2020). The effect of nurse staffing on patient-safety outcomes: A cross-sectional survey. *Journal of Nursing Management*, 28(7), 1758-1766. doi:<https://doi.org/10.1111/jonm.13138>

**Aim**To analyse the effect of nurse staffing (number of nurses and staff structure) on patient-safety outcomes in hospitals in China.**Background**The number of nurses has been shown to have a significant effect on patient-safety outcomes, but the structure of the nursing staff has received little attention.**Methods**A cross-sectional survey was conducted in 211 units of 13 hospitals. Data on four patient-safety outcomes and numerical and structural indices of nurse staffing were collected from seven types of hospital units.**Results**Nurse staffing had inconsistent effects on units' rates of fall and hospital-acquired pressure ulcers. The nurse-to-patient ratio and rate of nurses with work experience  $\leq 5$  years predicted fall rates, and rate of hospital-acquired pressure ulcers was positively correlated to the level of nurse staffing (low nurse-to-patient ratio and high bed-to-nurse number).**Conclusions**The number and structure of nurses are both important to patient safety, and the rate of nurses with work experience  $\leq 5$  years might be a protective factor against adverse events.**Implications for Nursing Management**Patient outcomes correlated with the number and structure of the nursing staff. Methods to balance the structure of nursing staff might be a topic worthy of examination in future studies.

Wu, B., Zhao, Y., Xu, D., Wang, Y., Niu, N., Zhang, M., . . . Meng, A. (2020). Factors associated with nurses' willingness to participate in care of patients with COVID-19: A survey in china. *Journal of Nursing Management*, 28(7), 1704-1712. doi:<https://doi.org/10.1111/jonm.13126>

**Aim**The research aims to assess nurses' willingness to participate in care of patients with coronavirus disease 2019 (COVID-19) in China and to identify its associated factors.  
**Background**Along with the increasing number of infections, the world has paid widespread attention to COVID-19.  
**Methods**This cross-sectional study used a convenience sampling method that included a demographics questionnaire and the Nurses' Perceived Professional Benefits Questionnaire. The survey was distributed to 1,787 nurses from 36 hospitals in China.  
**Results**In total, 1,176 questionnaires were usable for this research. 92.79% of nurses were willing to participate in care of patients with COVID-19. Intensive care unit (ICU) nurses were less willing to participate, while surgical nurses were more willing to participate. In addition, nurses with high positive professional perception scores were more willing to participate than those with low scores.  
**Conclusion**The vast majority of nurses were willing to participate in care of patients with COVID-19 in China. Surgical nurses and nurses with positive professional perceptions are more likely to be willing to participate in treatment.  
**Implications for nursing management**To increase nurses' willingness to participate in care of patients with COVID-19, improving the sense of perceived professional benefits, offering salary and offering paid sick leave for nursing staff are effective ways. In addition, raising the awareness of infectious diseases and increased pre-disaster training during infectious diseases is critical.

Chu, F. L., Wang, X. F., Pang Nee, F. W., Yi Ling, E. K., Soh Heng, A. N., Mohtar, Z. M., . . . Tan, N. C. (2020). Psychometric evaluation of a patient satisfaction survey questionnaire to assess advanced practice nurse ambulatory services in primary care. *Journal of Nursing Management*, 28(7), 1481-1488. doi:<https://doi.org/10.1111/jonm.13072>

**Aim**To determine the construct validity and test-retest reliability of the Patient Satisfaction Survey Questionnaire (PSSQ).  
**Background**Advanced practice nurses (APNs) co-manage patients with non-communicable diseases (NCDs) with public primary care physicians in Singapore. The original Nurse Practitioner Satisfaction Survey (NPSS) instrument was adapted (renamed as PSSQ) to assess satisfaction with APN service.  
**Method**A total of 209 patients self-administered the PSSQ at first visit and repeated it in a retest through phone within the next 2 weeks in 2018. Cronbach's alpha and intra-class correlation (ICC) coefficients were performed to evaluate the internal consistency and test-retest reliability. Construct validity was determined by confirmatory factor analysis (CFA).  
**Results**The overall Cronbach's alpha (>0.7) and ICC scores (0.697–0.729) indicated excellent test-retest reliability and good internal consistency, respectively. The CFA results of three-factor model showed poor fit. Additional exploratory factor analysis (EFA) and principal component analysis (PCA) with varimax rotation revealed that adding another factor (communication with physician) resulted in a better model (eigenvalue > 1). The ICC for the four-factor model ranged from 0.664 to 0.825, indicating fair to excellent reliability.  
**Conclusion**The PSSQ shows good internal consistency and test-retest reliability. The four-factor model is a better instrument to assess APN service in local populations.  
**Implications for Nursing Management**The validated PSSQ can be used as instrument to assess the quality of services provided by various categories of nurses, including registered nurses, nurse clinicians and APNs.

Wurmser, T., & Mildred, O. K. (2020). Perceptions of a statewide nurse mentorship programme: A qualitative study. *Journal of Nursing Management*, 28(7), 1545-1552. doi:<https://doi.org/10.1111/jonm.13104>

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