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SEARCH STRATEGY

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

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

The conversations of leaders

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[ProQuest document link](#)

Effect of workplace fun on Chinese nurse innovative behaviour: The intermediary function of affective commitment

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ABSTRACT (ENGLISH)

Aim

To assess the effects of workplace fun on nurse innovative behaviour and to confirm the intermediary function of affective commitment.

Background

Employee innovative behaviour has a crucial function in survival and development of an organisation. On the basis of the theory of social exchange, there has been inadequate study of the influence of workplace fun on nurse innovative behaviour mediated by affective commitment.

Methods

A cross-sectional, descriptive correlational research design was conducted for 331 Chinese nurses from five public hospitals. The measurements were obtained from a questionnaire on workplace fun, affective commitment, nurse innovative behaviour and a sociodemographic datasheet. Descriptive statistics were used to analyse the personal profile, and inferential statistics were used to test hypotheses.

Results

We identified a positive correlation between workplace fun and nurse innovative behaviour. Affective commitment had a mediating effect.

Conclusion

Workplace fun and affective commitment can promote nurse innovative behaviour.

Implications for Nursing Management

Managers need to provide measures that promote workplace fun and affective commitment to enhance nurse innovative behaviour.

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Work environment and person-centred dementia care in nursing homes—A cross-sectional study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aims to explore the relationship between work environment, job characteristics and person-centred care for people with dementia in nursing homes.

Background

Person-centred care approaches have become a dominant indicator for good quality of care in nursing homes. Little is known about the relationship between work environment, job characteristics and person-centred care in nursing homes.

Method(s)

Cross-sectional data from the LAD study were used. Direct care staff ($n = 552$) of nursing homes ($n = 49$) filled an online questionnaire about work environment characteristics and person-centred care. To examine relationships, multilevel linear regression analyses were conducted.

Results

Associations were found between a higher transformational leadership style, less social support from a leader, a higher unity in philosophy of care, higher levels of work satisfaction, more development opportunities, better experienced teamwork and staff-reported person-centred care.

Conclusion(s)

In a complex nursing home environment, person-centred care is influenced by organisational and work characteristics, shared values and interpersonal relationships.

Implications for Nursing

Leaders may consider facilitating collaboration and creating unity between care staff, clients and family members in order to provide person-centred care. Therefore, a transformational leadership style, educational programmes and coaching for leaders are recommended.

The impact of organisational values on nurse resilience: A mixed-methods study

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ABSTRACT (ENGLISH)

Aim

To investigate the impact of organisational values on nurse resilience.

Background

Nurses encounter significant occupational adversity, which can result in negative psychological consequences. Investigating the role of resilience as a protective factor focuses on what enables some nurses to positively adapt in challenging work environments. Comparatively, little attention has been paid to organisational factors and nurse resilience.

Method

A two-phase mixed-methods design comprising a cross-sectional survey and focus groups.

Results

Three hundred and ninety-four nurses responded to the survey with 25 participating in four follow-up focus groups. Significant associations were found between resilience levels and agreement with organisational values ($p = .022$) and agreement about the importance of values ($p = .018$). Three themes relating to organisational values were identified: pressures and challenges; supports and strategies; and impact of organisational values.

Conclusions

Organisational values may positively impact resilience if nurses concur with those values and believe they are shared by their employer.

Implications for Nursing Management

To promote nurse resilience, organisations and nurse leaders should consider developing, implementing and operating with a set of employee-adopted values, which need to be demonstrably upheld across the organisation.

Perceived stress and affecting factors related to COVID-19 pandemic of emergency nurses in Turkey

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ABSTRACT (ENGLISH)

Aim

To examine the perceived stress and affecting factors related to the COVID-19 pandemic of emergency nurses at the first stage of the pandemic.

Background

During pandemic process, nurses reported to experience stress due to a very high risk of being infected and hard work.

Method

A descriptive study. The sample of the study consisted of 169 emergency nurses. To collect data, a personal information form was used together with the Perceived Stress Scale.

Results

The factors that significantly affect the perceived stress score of emergency nurses during the COVID-19 pandemic included applying respiratory isolation, changing the way of life, not being able to access protective equipment, insufficient nurses in the unit and thinking that COVID-19 will be transmitted to oneself.

Conclusion

Nearly half of the emergency nurses perceived stress above average during pandemic, and their working conditions affected this situation.

Implications for Nursing Management

Meeting physiological needs and applying psychological guidance and counselling interventions in the stress management of emergency nurses may contribute to the reduction of their stress levels. Effective infection control, reducing workload, increasing the number of nurses and strengthening the coping mechanisms can minimize the perceived stress level of emergency nurses.

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Pandemic fatigue and clinical nurses' mental health, sleep quality and job contentment during the covid-19 pandemic: The mediating role of resilience

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ABSTRACT (ENGLISH)

Aim

This study examined the influence of pandemic fatigue on clinical nurses' mental health, sleep quality and job contentment, with resilience as a mediator.

Background

Pandemic fatigue is an emerging health concern among frontline clinical nurses as a consequence of the ongoing coronavirus pandemic and the various measures implemented to slow the spread of infection. As yet, no studies have investigated the link between pandemic fatigue and resilience, mental health, sleep quality and job contentment in frontline clinical nurses.

Methods

This was a descriptive, cross-sectional study involving 255 frontline clinical nurses in the Philippines. The Pandemic Fatigue Questionnaire, Brief Resilience Scale, Job Contentment Scale and the Sleep Quality Scale were used to collect data through an online survey.

Results

The mean pandemic fatigue score was 3.086 (out of 5). Being vaccinated ($\beta = 0.231, p < .001$) and increased staffing levels ($\beta = -0.488, p < .01$) were associated with decreased pandemic fatigue in clinical nurses. Resilience partially mediated the relationships between (a) pandemic fatigue and mental health ($\beta = -0.488, p < .001$), (b) pandemic fatigue and sleep quality ($\beta = -0.326, p < .001$) and (c) pandemic fatigue and job contentment ($\beta = -0.395, p < .001$).

Conclusion

Clinical nurses who received a COVID-19 vaccine and those who perceived sufficient staffing in their units reported lower levels of pandemic fatigue. Resilience reduces the effects of pandemic fatigue on clinical nurses' mental health, sleep quality and job contentment.

Implications for Nursing Management

By providing frontline nurses with access to COVID-19 vaccines and ensuring sufficient staffing levels, nurse managers could effectively reduce or prevent pandemic fatigue and improve their mental health. Implementing resilience-promoting measures are essential to support nurses' mental health, promote their sleep quality and foster job satisfaction.

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Burnout and its relationship to self-reported quality of patient care and adverse events during COVID-19: A cross-sectional online survey among nurses

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ABSTRACT (ENGLISH)

Aims

To assess nurses' burnout and its association with their perceived quality of patient care and occurrence of adverse events (AEs) during COVID-19.

Background

Burnout is a serious problem among nursing staff internationally with negative impacts on the quality of care and patient safety.

Methods

We conducted a cross-sectional online study among 1,004 Iranian nurses through the convenience sampling technique. Data were collected using the Maslach Burnout Inventory, five items of questions related to self-reported poor patient care quality and estimated occurrence of AEs.

Results

Prevalence of high burnout among nurses was 31.5%. The risk of AEs ranged from 26.1% to 71.7%. Self-reported quality of patient care was found to be poor. A positive correlation was found between emotional exhaustion and depersonalization scores and patient care quality, whereas a negative correlation was found between personal accomplishment scores and all poor care item scores. Depersonalization was found to increase the risk of the onset of all AEs (odds ratio [OR] = 1.06–1.08). Also, Personal accomplishment reduced the risk of occurrence of 'medication errors' (OR = 0.99) and the onset of 'patient and their family verbal abuse' (OR = 0.97).

Conclusions

Our findings confirmed the hypothesis that a higher degree of burnout is correlated with a perceived higher number of AEs and reduced perceived patient care quality.

Implications for Nursing Management

Reducing burnout among nurses through implementing interventions may be an effective strategy to enhance patient care quality and reduce the number of AEs in Iranian public hospitals. Therefore, in order to minimize work burnout, primary approaches include access to psychosocial support, including Web-based services, psychological first aid, mental support hotlines and self-care techniques during the COVID-19 pandemic.

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Will nurse leaders help eradicate 'hair racism' from nursing and health services?

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ABSTRACT (ENGLISH)

Aims

Nurse managers play key roles in creating and enforcing organisational hair policies and practices. This challenging paper will provoke discussion, debate and hopefully the dismantling of racist hair policies that disproportionately

target black students and nurses.

Background

Black people have suffered from centuries of hair racism that continues today. Unfortunately, many nurse leaders underestimate the significance of this issue, while perpetuating the injustice.

Evaluation

This paper is based on research literature, media reports and authors' lived experiences regarding hair racism experienced by black people and nurses in particular.

Key Issues

Nurse managers often create and police organisational hair policies and dress codes. As health services pledge to eradicate racism 'in principle', ending discriminatory hair policies offers nurse managers a practical way to make this principle a reality.

Conclusions

Hair racism is real and damaging for many black nurses and has no place in a modern health service. Rather than designing and policing such structural racism, nurse managers can be instrumental in ending it.

Implications for Nursing Management

Health service hair policies targeting black nurses especially are not 'neutral'. Nurse managers can challenge this institutional discrimination, demonstrating health services' commitment to ending racism in all of its guises.

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Exploring nurses' clinical reasons for bed transfers in acute care wards: An observational study

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ABSTRACT (ENGLISH)

Aims

To investigate the number of bed transfers (patient transfers within the same ward) and their reasons in acute care wards of mid-sized hospitals with multibed and private rooms.

Background

Bed transfers, even when necessary, are burdensome for patients; however, the reasons for bed transfers in various types of rooms remain unclear.

Methods

An observational study was conducted in seven wards in three hospitals in Japan. Nurses completed a questionnaire regarding each bed transfer, which elicited the reasons for the transfer. We classified transfer patterns based on the functions of the patients' rooms and the number of beds in each room and analysed scores.

Results

Overall, 560 responses were analysed. The average number of bed transfers per day was 2.7. In total, 43% of bed transfers were conducted for patients aged over 70. The most frequent bed transfer pattern was 'transfer between patient rooms with the same number of beds', and the most frequent reason was 'patient did not need that bed'.

Conclusions

Unnecessary bed transfers could be reduced by ward designs that reflect nurses' clinical judgement.

Implications for nursing management

Monitoring data for the reason regarding bed transfer contributes to hospital planning and decreases unnecessary bed transfers.

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Nursing interruptions in emergency room in China: An observational study

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ABSTRACT (ENGLISH)

Aim

To analyse the frequency and core elements of nursing work interruptions in Chinese emergency nursing settings.

Background

Little is known about nursing interruptions, which affect the quality of services in Chinese emergency nursing setting.

Method(s)

A cross-sectional observational study was conducted in three units of an emergency department in a Chinese tertiary hospital. Participants comprised 60 nurses. Data were collected using a questionnaire developed by the researchers specifically for this study.

Results

In total, 25,965 min of work was observed and 2333 interruptions were identified. Most interruptions were from patients, their families and nurses. Therapeutic nursing and patient observation and documentation were the most frequently interrupted procedures. Most interruptions were negative, and a majority of the nurses immediately responded to interruptions. Significant differences existed in the overall distribution of the core elements among the three nursing units.

Conclusions

The frequency of emergency nursing interruptions was moderate. Most interruptions tend to lead to negative treatment outcomes for patients.

Implications for Nursing Management

Emergency nursing managers should recognize the importance of interruptions, understand work situations better and develop ways to reduce the incidence of interruptions. Thus, nursing risks can be avoided by reducing the adverse outcomes caused by work interruptions.

Quantifying paediatric intensive care unit staffing levels at a paediatric academic medical centre: A mixed-methods approach

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ABSTRACT (ENGLISH)

Aim

To identify, simulate and evaluate the formal and informal patient-level and unit-level factors that nurse managers use to determine the number of nurses for each shift.

Background

Nurse staffing schedules are commonly set based on metrics such as midnight census that do not account for seasonality or midday turnover, resulting in last-minute adjustments or inappropriate staffing levels.

Methods

Staffing schedules at a paediatric intensive care unit (PICU) were simulated based on nurse-to-patient assignment rules from interviews with nursing management. Multivariate regression modelled the discrepancies between scheduled and historical staffing levels and constructed rules to reduce these discrepancies. The primary outcome was the median difference between simulated and historical staffing levels.

Results

Nurse-to-patient ratios underestimated staffing by a median of 1.5 nurses per shift. Multivariate regression identified patient turnover as the primary factor accounting for this difference and subgroup analysis revealed that patient age and weight were also important. New rules reduced the difference to a median of 0.07 nurses per shift.

Conclusion

Measurable, predictable indicators of patient acuity and historical trends may allow for schedules that better match demand.

Implications for Nursing Management

Data-driven methods can quantify what drives unit demand and generate nurse schedules that require fewer last-minute adjustments.

Job stress and its relationship with nurses' autonomy and nurse–physician collaboration in intensive care unit

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ABSTRACT (ENGLISH)

Aims

To determine nurses' job stress and its relationship with professional autonomy and nurse–physician collaboration in intensive care unit (ICU).

Background

Low professional autonomy, high job stress and lack of nurse–physician collaboration can affect nursing care in ICU and the main reasons ICU nurses leave the occupation or transfer to other clinical units.

Methods

A cross-sectional, correlational study was conducted on 398 nurses in teaching hospitals in Urmia, Iran, in 2020. Data were collected using the Dempster Practice Behaviors Scale, the Health and Safety Executive tool and the Jefferson Scale of Attitudes toward Physician-Nurse Collaboration.

Results

The mean job stress (115.53 ± 12.42) and professional autonomy (102.19 ± 11.88) of ICU nurses were 'moderate', and nurse–physician collaboration (74.25 ± 5.10) was 'good'. There was a positive relationship between professional autonomy and job stress ($r = .506$) and nurse–physician collaboration ($r = .242$). Professional autonomy was a predictor of job stress in nurses ($p < .000$), and work experience in ICU can cause job stress in nurses ($p = .024$).

Conclusion

Increasing nurses' professional autonomy causes an increase in job stress and improves nurse–physician collaboration in ICU.

Implications for Nursing Management

Nursing managers should implement practical strategies to improve nurses' autonomy, enhance nurse–physician collaboration and decrease their job stress.

Nursing work environment and accreditation: Is there a relationship?

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ABSTRACT (ENGLISH)

Background

The association between Magnet recognition and nursing work environment is well established; however, little is known about hospital accreditation and its relationship to the nursing work environment.

Objective

To describe the Brazilian nurses' perceptions of the work environment and their relationship with hospital accreditation.

Methods

A cross-sectional survey study was carried out in three Brazilian hospitals. Nurses who delivered direct patient care and worked for at least 6 months were invited to participate. Those who were on vacation or leave for any reason during data collection were excluded. The participants were asked to fill out the personal and professional characterization form and the Brazilian version of the Revised Nursing Work Index.

Results

The work environment was evaluated as favourable by Brazilian nurses. Linear regression analysis evidenced that hospital accreditation is associated with the nursing work environment, affecting the nurse–physician relationship (OR = 0.266, $p < .001$), organisational support (OR = 0.256, $p < .001$), control over the practice setting (OR = 0.229, $p < .001$) and autonomy (OR = 0.227, $p < .001$).

Conclusion

The findings suggest that there is a positive influence of hospital accreditation on nurses' perceptions of the work environment concerning autonomy, nurse–physician relationship, control over the practice setting and organisational support.

Implication for nursing management

Nurse managers can apply the recommendations of certification programmes in practice settings to improve the nursing work environment.

Psychological resilience, coping behaviours and social support among health care workers during the COVID-19 pandemic: A systematic review of quantitative studies

ABSTRACT (ENGLISH)

Aim

To appraise and synthesize studies examining resilience, coping behaviours and social support among health care workers during the coronavirus pandemic.

Background

A wide range of evidence has shown that health care workers, currently on the frontlines in the fight against COVID-19, are not spared from the psychological and mental health-related consequences of the pandemic. Studies synthesizing the role of coping behaviours, resilience and social support in safeguarding the mental health of health care workers during the pandemic are largely unknown.

Evaluation

This is a systematic review with a narrative synthesis. A total of 31 articles were included in the review.

Key Issues

Health care workers utilized both problem-centred and emotion-centred coping to manage the stress associated with the coronavirus pandemic. Coping behaviours, resilience and social support were associated with positive mental and psychological health outcomes.

Conclusion

Substantial evidence supports the effectiveness of coping behaviours, resilience and social support to preserve psychological and mental health among health care workers during the COVID-19 pandemic.

Implications for Nursing Management

In order to safeguard the mental health of health care workers during the pandemic, hospital and nursing administrators should implement proactive measures to sustain resilience in HCWs, build coping skills and implement creative ways to foster social support in health care workers through theory-based interventions, supportive leadership and fostering a resilient work environment.

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Burnout and job satisfaction among nurses in three Spanish regions

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ABSTRACT (ENGLISH)

Aims

To determine the levels of job satisfaction and burnout syndrome and related factors among nurses in three Spanish regions.

Background

The nursing profession involves high work stress due to emotional involvement, workload and available resources.

Methods

Descriptive multicentric cross-sectional study. Sociodemographic and migration data were collected and participants completed the Job Satisfaction Questionnaire S20/23 and Maslach Burnout Inventory. The data were analysed using descriptive statistical methods using the program SPSS.

Results

The sample included 228 nurses (187 women and 41 men), with a mean age of 37.11 ± 10.87 . Reported job satisfaction was medium to high. Overall, values were low in emotional fatigue and medium in depersonalization and personal fulfilment. In terms of migration, 21.59% of the participants had already moved to other Spanish regions or another country, while 18.58% had the intention of doing so.

Conclusion

Nurses with a temporary contract showed a high burnout rate, and high levels of emotional fatigue, depersonalization and lack of personal fulfilment.

Implications for Nursing Management

Strategies are needed to improve working and contractual conditions such as enhancing teamwork, management and leadership skills in nurses; achieving internal promotion; and having higher participation in decision-making and a better balance of power between health institution managers and health professionals.

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A descriptive study on reasons for prolonged hospital stay in a tertiary hospital in Singapore

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ABSTRACT (ENGLISH)

Background

Our health care is facing with the challenges of bed crunch and increasing number of patients with prolonged hospital stay.

Aims

This study aimed to determine factors contributing to the prolonged hospital stay in a tertiary hospital in Singapore.

Methods

A random sample of 600 medical records of patients' staying in hospital for more than 21 days was retrieved. The reasons for their prolonged hospital stay were categorized into 'medically unfit' and 'medically fit'.

Results

The top three reasons for prolonged hospital stay among the 'medically unfit' group were ongoing medical treatment, surgical interventions and receiving intravenous chemotherapy/radiotherapy. The top three reasons for the 'medically fit' group were waiting for community hospital bed, waiting for a new caregiver and undecided on discharge disposition.

Conclusion

The results inform health care stakeholders in planning measures to minimize the incidence of unnecessary prolonged hospitalization for optimal health care resource utilization.

Implications of Nursing Management

Ineffective discharge planning can lead to serious adverse outcomes such as hospital readmission and prolonged hospital stay. Patient navigators have a crucial role in facilitating safe, smooth and timely discharge of patients from acute care hospital to community. Understanding the reasons behind extended hospitalization is essential in order to better provide support.

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Anxiety levels and solution-focused thinking skills of nurses and midwives working in primary care during the COVID-19 pandemic: A descriptive correlational study

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ABSTRACT (ENGLISH)

Aims

To determine the state–trait anxiety levels and solution-focused thinking skills of primary care nurses/midwives during the COVID-19 pandemic, and to evaluate the factors affecting these variables and the determinants of state–trait anxiety levels.

Background

The COVID-19 outbreak has created intense anxiety in nurses/midwives that may affect the care they provide. Nurses and midwives may manage anxiety using solution-focused thinking skills.

Methods

This descriptive correlational study included 170 nurses/midwives at 61 family health centres evaluated from 1

August to 14 September 2020.

Results

The participants' state and trait anxiety scores were above average, indicating a moderate level of anxiety and the mean total solution-focused inventory scores were at a moderate level. It was determined that 47.9% of the variance in state anxiety scores could be explained by trait anxiety, age, years of professional experience, chronic illness, type of work shift during the pandemic, follow-up of patients diagnosed with COVID-19 using computed tomography or a COVID-19 test, and whether the institution was taking necessary measures against COVID-19. There was a negative relationship between state anxiety and solution-focused inventory total score.

Conclusion

Nurses/midwives displayed a moderate level of anxiety and solution-focused thinking skills during the COVID-19 pandemic.

Implications for Nursing Management

Steps should be taken to improve nurses' solution-focused thinking skills to enable them to organise quickly and manage care processes successfully in extraordinary circumstances such as pandemics. Moreover, personal empowerment programmes should be recommended for nurses and midwives to help them cope with anxiety.

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Behaviours and experiences of nurses during the COVID-19 pandemic in Turkey: A mixed methods study

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ABSTRACT (ENGLISH)

Aim

The aim of this work is to present behaviours and experiences of nurses in Turkey during the current coronavirus pandemic.

Background

The coronavirus pandemic leads to difficulties for most health care workers, especially for nurses who mostly accompany patients and are on the front line.

Methods

In the study, a parallel mixed pattern converging quantitative and qualitative research methods was used.

Results

The model revealed that 41 years old or older, diabetic, female, single professionals, working in the pandemic department took more personal measures. Five main themes appeared regarding the experiences of the nurses

during the pandemic period: (1) psychological and mental strain; (2) personal protective equipment; (3) organizational, physical, and social strains; (4) change in professional values; (5) turning the crisis into an opportunity.

Conclusions

Personal measures are associated with the risk status. There is a need to protect nurses with significant measures by providing psychosocial support, meeting their basic needs, and preventing all complications likely to occur due to increasing workload.

Implications for Nursing Management

More efforts should be made to ensure good work, fair treatment, no tolerance for discrimination, and equal compensation conditions.

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Job engagement and satisfaction are associated with nurse caring behaviours: A cross-sectional study

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ABSTRACT (ENGLISH)

Background

There is a scarcity of literature assessing the impact of job engagement and satisfaction in the nurse's caring behaviours. This study aims to identify how these factors affect the caring behaviours of nurses.

Methods

This study used a cross-sectional design and employed self-report questionnaires. A total of 549 nurses from private and government hospitals participated in the survey conducted in the year 2019. Descriptive and inferential statistics were utilized to analyse the data.

Results

Results revealed that the nurses display high caring behaviours and job engagement and moderate sense of satisfaction. Remarkably, there are no profile variables significantly related to the nurse's caring behaviours. Findings suggest that job engagement and satisfaction are significantly associated with the nurses' caring behaviours.

Conclusion

Factors such as job engagement and satisfaction affect nurses' caring behaviours.

Implications to Nursing Management

Health organisations must provide strategies to increase job engagement and satisfaction of nurses to yield high caring behaviours, which is vital to the achievement of patient safety.

Health care workers' protection and psychological safety during the COVID-19 pandemic in Spain

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ABSTRACT (ENGLISH)

Aims

To analyse the relationship between work engagement, sense of coherence and psychological distress levels in Spanish health professionals who were active during the COVID-19 pandemic lockdown.

Background

Work engagement and sense of coherence can help professionals to cope with work-related psychological distress due to the harsh conditions of the COVID-19 working environment.

Methods

Cross-sectional observational study of 1,459 health care professionals. The Utrecht Work Engagement Scale, the Sense of Coherence Scale and Goldberg's General Health Questionnaire were distributed and analysed with descriptive and multiple linear regression methods.

Results

High levels of work engagement, especially in the *dedication* dimension, of sense of coherence, in particular in the *meaningfulness* dimension, and psychological distress were obtained. Significant correlations ($p < .001$) were identified between all the variables.

Conclusions

Work engagement and sense of coherence correlated positively with each other and both negatively with psychological distress. So, health care professionals, despite presenting psychological distress, perceive their work satisfactorily and positively despite the severity of the situation and the harsh conditions.

Implications for Nursing Management

Sense of coherence and work engagement are protective factors against psychological distress. Preventive measures for professionals should go through the dimensionalization of the problem and the adaptation of practical measures for daily management.

Intensive care unit nurses living through COVID-19: A qualitative study

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ABSTRACT (ENGLISH)

Aims

To understand how nurses experience providing care for patients hospitalized with COVID-19 in intensive care units.

Background

As hospitals adjust staffing patterns to meet the demands of the pandemic, nurses have direct physical contact with ill patients, placing themselves and their families at physical and emotional risk.

Methods

From June to August 2020, semi-structured interviews were conducted. Sixteen nurses caring for COVID-19 patients during the first surge of the pandemic were selected via purposive sampling. Participants worked in ICUs of a quaternary 1,000-bed hospital in the Northeast United States. Interviews were transcribed verbatim, identifiers were removed, and data were coded thematically.

Results

Our exploratory study identified four themes that describe the experiences of nurses providing care to patients in COVID-19 ICUs during the first surge: (a) challenges of working with new co-workers and teams, (b) challenges of maintaining existing working relationships, (c) role of nursing leadership in providing information and maintaining morale and (d) the importance of institutional-level acknowledgement of their work.

Conclusions

As the pandemic continues, hospitals should implement nursing staffing models that maintain and strengthen existing relationships to minimize exhaustion and burnout.

Implications for Nursing Management

To better support nurses, hospital leaders need to account for their experiences caring for COVID-19 patients when making staffing decisions.

From coping to building nurse manager resilience in rural workplaces in western Canada

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ABSTRACT (ENGLISH)

Aim

To investigate the role stressors, and how coping strategies cultivated nurse managers' resilience in rural workplaces.

Background

A stressful workplace can impair the mental and physical health of nurse managers leading to poor performance. Building and sustaining manager resilience in complex and stressful practice environments is necessary to attract and maintain competent and skilled managers.

Method

In this qualitative exploratory inquiry, a purposive sampling method was used to recruit 16 nurse managers in rural western Canada.

Results

Coping strategies fostered manager's resilience that made their work meaningful, and included putting out fires, psychologically reframing a situation, serving others and receiving support.

Conclusions

Managers brought expertise, knowledge and skill to make their work meaningful and central to ongoing health service delivery in these rural communities. Nurse manager resilience can be strengthened by using evidence-based strategies in an increasingly complex health care environment.

Implications for Nursing Management

Managers need to be supported and encouraged to develop awareness of their own protective factors as they cope with challenging situations. Building resilience through formal education, social support and meaningful recognition is an important focus for nurse leaders in establishing a healthy work environment and maintaining a stable nursing workforce.

The relationship of nursing work environment and innovation support with nurses' innovative behaviours and outputs

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ABSTRACT (ENGLISH)

Aim

To determine the relationship of nursing work environment and innovation support with nurses' innovative behaviours and innovation outputs.

Background

According to the social exchange theory, nursing work environment must be regulated to support innovation for nurses' innovative behaviours, which results in useful innovation outputs.

Methods

The sample of the research determined using the convenience sampling method consisted of 618 nurses working in four hospitals in Istanbul. In statistical analysis of the data, descriptive analyses, correlation and linear regression analysis were used.

Results

It was found a significant correlation between nursing work environment and innovation support with innovative behaviour and innovation outputs. It was found that innovative behaviour was the variable that had a significant impact on nurses' innovation outputs and that the model explained 40.1% of the variance of innovation outputs. The model created for innovative behaviour was determined to have an explanatory variance of 19.4%.

Conclusions

This study reveals the necessity for developing nurses' innovative behaviours to increase innovation outputs and examines the relationship of nurses' innovative behaviours with nursing work environment and innovation support.

Implications for Nursing Management

Nurse managers should create a nursing work environment that supports and develops nurses' innovative behaviours.

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The experience of Catalonia measuring nurse-sensitive indicators: Trends study 2012–2018

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ABSTRACT (ENGLISH)

Aim

To describe nursing-sensitive indicators measured in Catalonia.

Background

In Catalonia, since 2012, under the umbrella of the Results Centre, outcomes of every health care setting have been published and made open to health care professionals and citizens.

Methods

Trends study of nursing-sensitive indicators was based on data collected systematically from each setting from 2012 to 2018. Percentages and rates were calculated for each of 14 indicators analysed from all primary care, hospitals and long-term care centres.

Results

Percentage of population aged 60 years or older correctly vaccinated against flu has been decreasing, while percentage of population aged 14 years or under with correct vaccine status is high (over 91%) and has remained stable over time. Mortality in patients who have developed complications has increased, from 27.1% in 2012 to 34.0% in 2017. Most centres achieved functional improvements during the first 30 days of admission.

Conclusions

Among all indicators measured in primary care, hospital and long-term care, only 14 analysed are nursing-sensitive; no nursing-sensitive indicators regarding mental health are measured.

Implications for Nursing Management

Research focused on development of nursing-sensitive indicators offers an opportunity to measure and benchmark nurses' quality of care and their contribution in achieving populations' health improvement and health care system sustainability.

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A descriptive study of factors that facilitate nurses' participation in shared governance and attendance at unit meetings

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ABSTRACT (ENGLISH)

Aim

To identify factors that facilitate participation in shared governance and attendance at unit meetings.

Background

Shared governance and unit meetings are crucial for education and communication. Current literature explores barriers to participation and attendance; however, removal of barriers may be insufficient to bring about behaviour change in nurses.

Method

Secondary analysis of data from 511 clinical nurses, who worked at one of nine facilities within one large health care system in the Midwest United States, was used to address our aim.

Results

Shared governance participants and unit meeting attendees were most satisfied with nursing as a career and more likely to be optimistic that nurses could change things, than non-participants and non-attendees, and this difference was statistically significant ($p < .05$). The organizational variable most associated with participation and attendance dealt with paid time-off to attend meetings. Personal reasons for participation and attendance were the opportunity to express opinions and to hear opinions of others.

Conclusion

Organizations should encourage nurses to express their opinions and ensure that nurses are paid for the time spent participating in meetings.

Implications for nursing management

While some variables cannot be controlled by organizations, nursing leadership can provide opportunities for nurses to become more active and participate in decision-making.

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Peer support by interprofessional health care providers in aftermath of patient safety incidents: A cross-sectional study

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ABSTRACT (ENGLISH)

Aim

To investigate the health care professionals' preferences pertaining to support in the aftermath of patient safety incidents and potential variation thereof depending on the degree of harm.

Background

Peer support systems are available to support health care professionals in the aftermath of patient safety incidents. It is unclear which type of support is best offered by whom.

Methods

A cross-sectional study in 32 Dutch hospitals.

Results

In total, 2,362 nurses and 1,404 doctors indicated they were involved in patient safety incidents at any time during their career (86%). Less than 10% of health care providers had spoken with professional support, and less than 20% admitted a need to do so. They used different support. A higher degree of harm related to higher odds of desiring support. Respondents mainly wanted to understand what happened and how it can be prevented.

Conclusion

The desired support of health care professionals in the aftermath of patient safety incidents depends on the level of harm.

Implication for nursing management

Health care professionals seem to mostly rely on persons they are close with, and they mainly desire information related to the aftermath of patient safety incidents. This should be taken into account when support programmes are set up.

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Psychometric properties and development of the competency inventory for Taiwanese nurse managers across all levels

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ABSTRACT (ENGLISH)

Aims

To describe the development and psychometric testing of the competency inventory for nurse managers across all levels in Taiwan.

Background

The competency-based approach to develop nursing leadership and management competencies for the health care context is still insufficiently explored in terms of professional development in nursing administration.

Methods

This study used mixed methods, including qualitative study for generating the preliminary inventory and a cross-

sectional survey of 573 nurse managers for psychometric properties of the inventory.

Results

Exploratory factor analysis revealed four domains with 23 items that explained 58.21% of the overall variance. The overall Cronbach's alpha coefficient was 0.93. Confirmatory factor analysis showed a well-fitting goodness-of-fit statistics. The construct validity was adequate, with an average variance extracted of 0.68 and composite reliability of 0.90.

Conclusions

Across different levels, nurse managers have 23 essential competencies. The competency inventory demonstrates adequate psychometric properties with good construct validity and internal consistency, thereby reliable and valid for guiding the competency development of nurse managers.

Implications for Nursing Management

The essential competencies of the inventory serve as a criterion-referenced measurement for competence proficiency in professional development of nursing administration and contribute to performance improvement of nurse managers in practice.

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Predictors of actual turnover among nurses working in Korean hospitals: A nationwide longitudinal survey study

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ABSTRACT (ENGLISH)

Aim

To examine the factors affecting actual turnover among nurses working in hospitals using the Brewer–Kovner synthesis model.

Background

To increase retention of nurses, it is important to understand factors contributing to actual turnover among nurses.

Methods

A longitudinal study design was utilized with 2,633 of 20,613 eligible female hospital nurses who participated in Korea Nurses' Health Study. We created two age groups: a younger group (20–35 years) and an older group

(36–49 years). Multivariate logistic regression was used to identify the factors influencing turnover by age group.

Results

Pregnancy and childbirth increased young nurses' turnover. When we excluded intent to leave, depression and burnout were significant factors affecting young nurses' turnover. Salary and hospital size were factors predicting nurse turnover among nurses older than 36 years.

Conclusions

It is essential to develop prevention strategies of female nurse turnover based on the age group in Korea.

Implications for Nursing Management

Nurse managers and health care institutes need to develop new managerial and policy strategies to reduce nurse turnover in each age group.

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General nurses' and nursing technicians' complexity of activities: Cross-sectional study

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ABSTRACT (ENGLISH)

Aims

This study aimed at describing the job content of general nurses and comparing it to the work of nursing technicians, arranging it for orientation and level of work with things, data or people.

Background

There is limited evidence on the content of the general nurses' and nursing technicians' job in post-transitional countries.

Method

A quantitative analysis was conducted. The study was performed in a Slovenian medical hospital and in primary health centre. The variables were collected observing nursing activities at 10-min intervals.

Results

Forty-three hospital and seven primary health centres' nursing staff participated in this study. A total of 14,584 nursing activities were recorded. The focus of general nurses was on working with data, and the focus of nursing technicians was on working with people ($t = 18.328$; $df = 34,041$; $p < .001$).

Conclusions

General nurses' and health care technicians' duties differ in content. General nurses work mostly with data, but health care technicians with people. The job content of both profiles differs related to the setting.

Implications for nursing management

It is recommended to return the focus of registered nurses from data to people. There is a need to do job analysis to enhance current practices in nursing management and professional development initiatives.

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Front-line nurses' responses to organisational changes during the COVID-19 in Spain: A qualitative rapid appraisal

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ABSTRACT (ENGLISH)

Aims

To identify the organisational changes faced by front-line nurses working with COVID-19 patients during the first wave and describe how they responded to these changes.

Background

The COVID-19 pandemic has altered the provision of care and the management of health care around the world. Evolving information about SARS-CoV-2 meant that health care facilities had to be reorganised continually, causing stress and anxiety for nurses.

Methods

Qualitative study based on Rapid Research Evaluation and Appraisal (RREAL). The research took place in hospital and community health settings of the Spanish national health system with a purposive sampling of 23 front-line nurses. Semi-structured interviews were conducted between May and June 2020. The duration was 30–45 min per interview. We used the Dedoose® data analysis software to perform a thematic analysis.

Results

Nurses responded to organisational changes using the following strategies: improvisation, adaptation and learning.

Conclusion

Our rapid approach allowed us to record how nurses responded to changing organisation, information that is easily lost in a disaster such as the COVID-19.

Implications for nursing management: Knowing about their strategies can help planning for future health disasters, including subsequent waves of the COVID-19.

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Effect of nurses' resilience on fall prevention in acute-care hospital: A mixed-methods qualitative study

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ABSTRACT (ENGLISH)

Aims

To understand the distinctive experience and use of strategies of high- and low-resilience nurses aiming to prevent patient falls.

Background

Falls among inpatients continue to threaten patient safety in the hospital. Nurses may have the greatest impact on reducing patient falls. However, little is known about whether nurses' personal resilience is associated with patients' fall prevention strategies.

Method

The study employed a descriptive mixed-methods design combining quantitative (questionnaires) and qualitative (observations, semi-structured interviews).

Results

One major theme, from maintaining routine to taking control over patients' falls, and three subthemes, scepticism, anticipation and proactivity representing feelings, cognitions and behaviours characterizing high- versus low-resilience nurses emerged from the findings.

Conclusion

Three successive resilience strategies, starting with hunches that elicit scepticism, through cognitions of anticipation the worst-case scenario that could happen to the patient, and concluding with proactive behaviours characterize resilient nurses, helping them to prevent patients' falls.

Implication for Nursing Management

Nursing managers seeking to decrease the devastating rate of patient falls can encourage nurses to have an inquiring mind (scepticism), be alert for the unexpected (anticipation) and take control over the environment (proactive behaviours) to make things happen instead of watching them happen.

The components of strategic leadership competencies of chief nurse executives in private hospitals in Thailand

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To determine the components of the strategic leadership competencies of chief nurse executives.

Background

The nursing executives are currently required to have strategic competencies including a strategic vision, a capability to inspire nursing staff to use their maximal potentials for the highest benefits of the organisation.

Methods

This research was mixed methods with phenomenology qualitative design and factor analysis. The samples consisted of 253 nurse executives from 65 private hospitals in Thailand. The content validity test was at 0.91, and the reliability was at 0.91. The data were analysed using content analysis and confirmatory factor analysis.

Results

There were 7 components of the strategic leadership with 75 competencies with factor loadings as follows: strategic-innovative thinking and planning (0.89), developing today's and tomorrow's leaders (0.89), relating the parts to the whole (0.82), building partnership (0.78), making it happen (0.78), corporate spirit (0.73) and giving direction (0.66).

Conclusion

The new knowledge was 7 components with 75 competencies particularly the top 3 components for developing nurse executives in strategic thinking and innovation of nursing management to become strong leaders of today and tomorrow.

Implications for Nursing Management

These findings contribute to leadership development for chief nurse executives in possessing the administrative capability and leadership attributes.

Determining anxiety levels and related factors in operating room nurses during the COVID-19 pandemic: A descriptive study

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ABSTRACT (ENGLISH)

Background

Health care professionals responsible for care and treatment during outbreaks are more likely to experience anxiety, depression, insomnia and stress.

Aim

This study investigated operating room nurses' anxiety levels and related factors during the COVID-19 pandemic.

Methods

The research was conducted between July and September 2020. The sample consisted of 192 operating room nurses. Data were collected using a descriptive questionnaire and the Beck Anxiety Inventory (BAI).

Results

Participants had moderate levels of anxiety. The risk factors associated with high levels of anxiety included having chronic diseases, working with patients causing worry, fear of contracting COVID-19 and transmitting it to loved ones, incompetence of hospitals in managing the pandemic, lack of support from hospital managers, taking few breaks and working long shifts due to preventive measures at the workplace.

Conclusion and Implications of Nursing Management

The results show that operating room nurses have had moderate anxiety levels since the onset of the pandemic. Therefore, it is critical to regularly identify and meet their mental and emotional needs to implement early preventive interventions. Identifying risk factors will help recognize anxiety in operating room nurses and take measures to protect their mental health while working with high-risk patients in different clinics during the pandemic. What is more, managers should draw up action plans for extraordinary conditions, such as a pandemic.

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Experience of middle management nurses during the COVID-19 pandemic in Switzerland: A qualitative study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To explore the experiences of middle management nurses during the COVID-19 pandemic in Switzerland.

Background

The outbreak of COVID-19 has placed extraordinary demands on health care systems worldwide, which were found mostly unprepared. In this situation, middle management nurses played a strategic role because they acted as a link between organizational directives and the clinical practice.

Methods

This is a qualitative study that used a face-to-face interview with semi-structured questions to learn about the

experiences of middle management nurses during the COVID-19 pandemic. After recruiting participants through purposeful sampling, data were analysed by means of thematic analysis using Nvivo 12.

Results

In total, 12 middle managers were interviewed. Data analysis identified four macro-themes—Changes; Conflicting emotions; Relation; Role—and 20 sub-themes.

Conclusion

The sudden challenges posed by the pandemic required middle managers to shift their focus from advanced planning to negotiation for meeting the rapidly evolving needs of nursing staff and top management, in order to guarantee the nursing team's well-being and organizational efficiency.

Implications for Nursing Management

Lessons learned from the pandemic suggest the need for fine-tuning organizational models and the importance that nurse middle managers affirm and uphold the core values for nursing and engage patient and staff advocacy.

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Job crafting mediates the relation between creativity, personality, job autonomy and well-being in Lebanese nurses

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To better understand the functionality of job crafting and its relationship with personality and job autonomy in the context of non-Western health care as an adaptive problem-solving work behaviour that is related to creativity.

Background

Job crafting could be a strategy nurses use to solve problems as health care organisations become more unpredictable.

Methods

This cross-sectional study sampled 547 nurses from seven hospitals in Lebanon. Data were analysed using structural equation modelling (SEM).

Results

The job crafting dimensions of increasing structural job resources and increasing challenging job demands partially mediated the relationship between creativity and subjective well-being, and they fully mediated the relationship between job autonomy and subjective well-being. Creativity, job autonomy, and agreeableness were related to the approach job crafting dimensions, and two of these job crafting dimensions were in turn related to subjective well-being.

Conclusion

Creative nurses tend to job craft more and this is associated with their subjective well-being. Nurses high on extraversion and emotional stability experienced higher subjective well-being.

Implications for Nursing Management

Nursing administration and leaders may want to create an environment fostering creativity and encouraging approach-oriented job crafting.

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Authentic leadership, nurse-assessed adverse patient events and quality of care: The mediating role of nurses' safety actions

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Background

Authentic leadership has been consistently cited as a strong precursor of sustained job performance and work effectiveness in nurses; however, studies linking authentic leadership with nurses' safety actions, nurse-assessed adverse patient events and nursing care quality are scarce.

Aim

To examine whether nurses' safety actions mediate the relationship between authentic leadership, nurse-assessed adverse events and nursing care quality.

Methods

A multi-centre, cross-sectional study involving 1,608 nurses employed in acute care facilities in Oman. Multi-stage regression analysis was conducted in testing for the mediation model.

Findings

Nurse managers in Oman were perceived to be highly authentic by their staff nurses. Authentic leadership significantly predicted nurses' safety actions ($\beta = 0.168, p < .001$), decrease in nurse-assessed adverse events ($\beta = -0.017, p = .024$) and increase in care quality ($\beta = 0.121, p < .001$). Further, the association between authentic

leadership and nurse-assessed adverse events ($\beta = -0.063$, $p = .057$) and care quality ($\beta = 0.038$, $p = .002$) was mediated by nurses' safety actions.

Conclusion

Results suggest the importance of developing nurse managers' authentic leadership to foster nurses' safety actions and reduce adverse patient outcomes and promote nursing care quality.

Implications for nursing management

Organizational efforts to address patient safety issues should be directed towards developing authentic leadership in nurse managers through leadership programmes, periodic evaluation of leadership competencies (e.g., 360-degree or a bottom-up performance evaluation), and a creation of a safe culture in which nurses can openly report safety concerns for corrective action.

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Organisational innovation climate and innovation behaviour among nurses in China: A mediation model of psychological empowerment

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aimed to explore the effect of organisational innovation climate on nurse innovation behaviour and the mediating role of psychological empowerment.

Background

Encouraging nurses to generate more innovative behaviours has become an important development direction for improving the quality of nursing services.

Method

We employed a self-report questionnaire to collect data in Jinan City, China. A total of 2018 valid surveys were obtained. Hierarchical multiple regression model analysis was conducted to test the study hypothesis.

Result

The mean values of innovation behaviour and organisational innovation climate were 35.29 and 83.30, respectively. Psychological empowerment was found to have partially mediating effect on the relationship between organisational innovation climate and innovation behaviour.

Conclusion

Organisational innovation climate has significant impact on innovation behaviour, and it can indirectly affect innovation behaviour via the mediating role of psychological empowerment.

Implications for nursing management

Nursing managers should enhance innovation climate through formal rules, procedures and training activities. They can establish resource guarantee system and information sharing platform, and strengthen work autonomy for nurses to improve their psychological empowerment.

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Nurses' perception about Human Resource Management system and prosocial organisational behaviour: Mediating role of job efficacy

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To examine the relationship between nurses' perception about human resource management system and prosocial organisational behaviour through job efficacy.

Background

Literature suggests that non-profit organisations are often confronted with financial constraints on one side and the expectation of delivering high-quality services on the other. Employees voluntarily engaging in service-oriented behaviours help to bridge this gap to some extent, and human resource management system plays a significant role in eliciting the requisite behaviours. In this article, the case of nurses from non-profit hospitals has been undertaken to examine the aspects of human resource management system that needs focus while promoting prosocial organisational behaviours among the nurses for ensuring better service delivery.

Method

Cross-sectional design was employed. Data were collected from 387 nurses working in non-profit hospitals in India through questionnaires and were analysed with the help of structural equation modelling.

Findings

In the absence of sophisticated human resource system in non-profit hospitals, the study found that nurses' perception about human resource management system is positively related to prosocial organisational behaviours, and job efficacy partially mediates the relationship.

Conclusion

Positive perceptions such as involvement with the job and communication as well as supervisors' support are essential human resource practices for fostering self-efficacy and, thus, improving prosocial organisational behaviour of nurses working in non-profit hospitals.

Implication for Nursing Management

Non-profit hospitals should focus on nurses' participation and supervisory support, which would provide a better human touch approach to patient care and also improve service quality. The findings shed light on the nursing

management of non-profit hospitals in terms of human resource management that has to be given much attention for institutionalizing prosocial organisational behaviour.

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Association between night shift and sleep quality and health among Chinese nurses: A cross-sectional study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To explore the sleep quality among Chinese nurses and identify the association between night shift and sleep quality and health.

Background

Chinese nurses have many night shifts; the effect of it regarding nurses' sleep quality and health is still not being explored.

Methods

This was a cross-sectional study. There were 3,206 nurse participants. The participants self-completed a sociodemographic questionnaire, the Pittsburgh Sleep Quality Index (PSQI) and the Cornell Medical Index (CMI).

Results

Night shift nurses demonstrated relatively worse sleep quality (55.1%) and more health problems (20.7%). Night shift work was significantly associated with poor sleep quality ($\beta = 0.96$, confidence interval [CI] = 0.67–1.26) and poor health ($\beta = 2.01$, CI = 0.15–3.88). Except for sleep medication ($\beta = 0.02$, CI = -0.01, 0.05) and psychological health ($\beta = 0.38$, CI = -0.27, 1.03), night shift work was significantly associated with other PSQI domains and physical health.

Conclusion

Night shift work was a risk factor for nurses' sleep quality and health. Night shift nurses have more sleep disorders and physical health problems.

Implications for Nursing Management

Nurse managers should pay attention to the impact of shift work on nurses' sleep quality and health and reform the rotating shift work system to improve nurses' occupational health.

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Nurses' turnover intention in secondary hospitals in China: A structural equation modelling approach

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To identify the factors affecting nurses' turnover intention.

Background

The shortage of nurses has been a great challenge worldwide, and nurses' turnover may exacerbate the situation.

Methods

A cross-sectional study was conducted among nurses in six secondary hospitals in China. A model was constructed, and structured questionnaires were adopted to measure model variables. Structural equation modelling was used to verify the model.

Results

Totally, 594 valid questionnaires were collected. The final model showed an acceptable fit, and 35.0% of the total variation was explained. Nine of the ten pathways were statistically significant. The model verified the contribution of professional value, nursing practice, job stress and social support to turnover intention and their effects were mediated by job satisfaction and organisational commitment. As hypothesized, there existed a significant effect between job satisfaction and organisational commitment. Unexpectedly, job stress had a greater direct effect on turnover intention than job satisfaction and organisational commitment.

Conclusions

The structural model provided a feasible model that could explain nurses' turnover intention in China.

Implications for Nursing Management

To prevent the turnover of nurses, administrators and managers should advisably prioritize the effect of job stress, especially in hospitals with similar medical context.

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The relationship between leadership behaviours of ward nurse managers and teamwork competency of nursing staff: A cross-sectional study in Japanese hospitals

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

The aim of this study was to clarify what kind of leadership behaviours of ward nursing managers are related to the teamwork competency of nursing staff.

Background

There are two types of leadership behaviours: administrative and emotional intelligence leadership. While emotional intelligence leadership is important for teamwork, it is not clear how it relates to individual teamwork competency.

Methods

This was a cross-sectional study. A questionnaire survey was distributed among 13 hospitals in Japan between May and August 2019.

Results

We analysed 960 questionnaires. Multiple regression analyses revealed that two emotional intelligence leadership behaviours (staff nurturing and support, and care for patients) were positively associated with all three teamwork competencies (skill, knowledge and attitude, $\beta = 0.141-0.318$). Regarding administrative leadership behaviours, only human resource management was related to teamwork competency knowledge ($\beta = 0.182$).

Conclusion

Nurses' teamwork competencies were primarily related to emotional intelligence leadership. Furthermore, their teamwork competency was related more to nurse managers' behaviour towards patients and other staff members rather than towards themselves.

Implications for nursing management

Nurse managers need to be role models for nursing staff, recognizing that the way they relate to others influences the teamwork competency of their nursing staff.

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Factors affecting nurses' professional commitment during the COVID-19 pandemic: A cross-sectional study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aims to investigate the factors affecting nurses' professional commitment during the COVID-19 pandemic.

Background

Commitment to a profession requires doing the best for that profession. In the case of the nursing profession, professional commitment gains greater importance in times of crisis, like the COVID-19 pandemic.

Methods

This cross-sectional study was conducted with 389 nurses in the Turkish state hospital. Institutional permissions, ethical approval and written consents from the participants were obtained before carrying out the study.

Results

The participants' mean Perceived Organizational Obstruction Scale score was 20.07 ± 8.06 (min = 5.0, max = 35.0), and their mean Nursing Professional Commitment Scale score was 71.20 ± 11.94 (min = 30.0, max = 103.0). Socio-demographic variables and perception of organisational obstruction predicted 36.7% of the variance in the professional commitment ($p < .001$).

Conclusion

A road map based on the study results was developed for hospitals and nurse managers to maintain and increase nurses' professional commitment.

Implications for Nursing Management

The results of this study may help institutions and nurse managers understand the factors affecting professional commitment during the pandemic as a whole, as well as determine primary strategies based on the importance of these factors.

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Nurse managers' perception of governance among Korean nurses

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aims to ascertain nurse managers' perception of nurses' governance and explore their perception of facilitating and hindering factors of shared governance.

Background

Shared governance has been introduced in nursing as a plan to improve nursing service quality. There is limited understanding about how governance is implemented.

Methods

A mixed-methods design was used to elicit Korean nurse managers' views.

Results

Quantitative data revealed the level of nurses' governance perceived by nurse managers as shared governance. However, among the subdomains, 'control over personnel' and 'participation in committee structures' indicate traditional governance. Analysis of qualitative data identified the factors that facilitate or hinder the subdomains: 'stifled atmosphere', 'nurse manager's encouragement', 'lack of opportunity and perception of the given authority' and 'flexible organisational structure'.

Conclusion

Findings from the study can be used to inform shared governance programmes for hospitals.

Implications for nursing management

Health care organisations, nurse managers and nurses must take action at each level to improve the current nurse governance situation. A flexible organisational culture with opinion windows for participation by nurses is important

for shared governance. Supportive leadership of nurse managers and nurse-directed implementation could advance shared governance.

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Components of the Magnet® model provide structure for the future vision of nurse managers' work: A qualitative perspective of nurse managers

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To describe nurse managers' views of their work in the future.

Background

Ongoing reformation of health care organisations includes profound changes to nurse managers' work practices.

Method

A qualitative approach was applied to elicit views of nurse managers ($n = 133$) from eight Finnish specialized medical care hospitals through one open-ended question about their future work in November 2019. The acquired data were subjected to inductive thematic content analysis.

Results

Four themes were identified in the nurse managers' responses, indicating that they anticipated: 1) a shift from hierarchical leadership to shared governance, 2) an increasing focus on proactive and systematic work, 3) development of evidence-based practices and 4) improvement in the attractiveness and effectiveness of the organisation.

Conclusions

Nurse managers envisage their future work will follow the transformational leadership model. Shared governance and multidisciplinary team leading, with a stronger focus on proactive strategic planning will extend their power to influence decision-making. Administrative supporting systems will free more time from their daily routine work for interactions with staff.

Implications for Nursing Management

Clarification of the managers' job description along with administrative support systems is anticipated to strengthen leadership, facilitate management, enhance decision-making and increase the attractiveness and effectiveness of both health care organisations and nurse managers' work.

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Developing an instrument to assess empowering nurse leader communication behaviours

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The overall purpose of the study was to develop an instrument to assess empowering nurse leader communication behaviours.

Background

Effective communication by nurse leaders promotes empowerment, yet communication assessments are often broad in nature without specifying precise behaviours.

Methods

An instrument development process was used to identify empowering nurse leader communication behaviours. Nurses working in United States military health care facilities ($n = 240$) provided responses to 47 pilot items, along with a 12-item psychological empowerment instrument to test for concurrent criterion validity.

Results

After review of item performance, 12 items were deleted. An exploratory factor analysis supported either a 2- or 3-factor model, with confirmatory factor analyses conducted to validate the underlying latent variables of empowering and limiting behaviours. The final nurse leader communication assessment consists of 2 factors consisting of 20 positive items (empowering subscale) and 15 negative items (limiting subscale).

Conclusion

The final 2-factor assessment supports the theoretical premise of the empowering and limiting behaviours. Further testing may provide further dimensional clarity.

Implications for nursing management

Use of the assessment can provide a basis for the development of training for individual nurse leaders or for facility nurse leaders as a collective.

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Residential aged care leadership in Australia—Time for a compassionate approach: A qualitative analysis of key leader skills and attributes

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ABSTRACT (ENGLISH)

Aims

To examine the perceptions of leadership by leaders within residential aged care and to identify the crucial requirements for successful leadership in this complex industry.

Background

As an industry capitalizing on the concept of 'care', one of the critical attributes this research has found to be absent in many aged care leadership approaches is compassion.

Methods

A qualitative methodology using thematic analysis was used to explore the construction of leadership attributes needed within residential aged care, as perceived by leaders in these organisations.

Results

Senior staff in the aged care industry believe that compassion is both a key component and a gap in the skill set of aged care leadership and leaders. While most studies define good leadership and care in relation to clinical 'safety' and 'efficiency', this research demonstrates that compassionate caring is central to high-quality care in residential aged care.

Conclusions

The aged care industry needs to enhance and encourage compassionate leadership as a cornerstone of humane and dignified care.

Implications for Nursing

When developing theoretical explanations for the role of leadership in aged care, researchers should contemplate compassion as a key attribute required in residential aged care leaders. Education and training in this industry must incorporate the attributes associated with compassion, including emotional intelligence and person-centred leadership.

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Ward staffing guided by a patient classification system: A multi-criteria analysis of "fit" in three acute hospitals

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To assess how well the Safer Nursing Care Tool (SNCT) predicts staffing requirements on hospital wards, and to use professional judgement to generate hypotheses about factors associated with a "poor fit".

Background

The SNCT is widely used in the UK, but there is scant evidence about factors that influence the quality of staffing decisions based upon such patient classification systems.

Methods

Secondary analysis of data from 69 wards in three acute hospitals to assess the precision of the estimated staffing requirement, variation of estimates, correspondence with professional judgement and achieved staffing levels. Nursing workforce leads suggested factors associated with poor fit, based on the wards that rated worst.

Results

39% of wards were frequently understaffed, while frequent overstaffing was less common (12%). 24% of wards needed a sample of over 182 days to estimate the establishment precisely. Potential reasons identified for poor fit included high turnover, older patients, high levels of 1-to-1 specialing, cancer care, small ward size and high within-day variation in demand.

Conclusions

Using a staffing tool without applying professional judgement or triangulating against other methods can lead to inaccurate estimates of staffing requirements and unsafe staffing levels.

Implications for Nursing Management

Despite the availability of software to calculate staffing requirements, application of professional judgement remains essential.

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

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Jing, J., Niyomsilp, E., Li, R., & Gao, F. (2021). Effect of workplace fun on chinese nurse innovative behaviour: The intermediary function of affective commitment. *Journal of Nursing Management*, 29(7), 2250-2259. doi:<https://doi.org/10.1111/jonm.13387>

AimTo assess the effects of workplace fun on nurse innovative behaviour and to confirm the intermediary function of affective commitment.**Background**Employee innovative behaviour has a crucial function in survival and development of an organisation. On the basis of the theory of social exchange, there has been inadequate study of the influence of workplace fun on nurse innovative behaviour mediated by affective commitment.**Methods**A cross-sectional, descriptive correlational research design was conducted for 331 Chinese nurses from five public hospitals. The measurements were obtained from a questionnaire on workplace fun, affective commitment, nurse innovative behaviour and a sociodemographic datasheet. Descriptive statistics were used to analyse the personal profile, and inferential statistics were used to test hypotheses.**Results**We identified a positive correlation between workplace fun and nurse innovative behaviour. Affective commitment had a mediating effect.**Conclusion**Workplace fun and affective commitment can promote nurse innovative behaviour.**Implications for Nursing Management**Managers need to provide measures that promote workplace fun and affective commitment to enhance nurse innovative behaviour.

Rutten, J. E. R., Backhaus, R., Tan, F., Prins, M., van der Roest, H., Heijkants, C., . . . Verbeek, H. (2021). Work environment and person-centred dementia care in nursing homes—A cross-sectional study. *Journal of Nursing Management*, 29(7), 2314-2322. doi:<https://doi.org/10.1111/jonm.13386>

AimThis study aims to explore the relationship between work environment, job characteristics and person-centred care for people with dementia in nursing homes.**Background**Person-centred care approaches have become a dominant indicator for good quality of care in nursing homes. Little is known about the relationship between work environment, job characteristics and person-centred care in nursing homes.**Method(s)**Cross-sectional data from the LAD study were used. Direct care staff (n = 552) of nursing homes (n = 49) filled an online questionnaire about work environment characteristics and person-centred care. To examine relationships, multilevel linear regression analyses were conducted.**Results**Associations were found between a higher transformational leadership style, less social support from a leader, a higher unity in philosophy of care, higher levels of work satisfaction, more development opportunities, better experienced teamwork and staff-reported person-centred care.**Conclusion(s)**In a complex nursing home environment, person-centred care is influenced by organisational and work characteristics, shared values and interpersonal relationships.**Implications for Nursing**Leaders may consider facilitating collaboration and creating unity between care staff, clients and family members in order to provide person-centred care. Therefore, a transformational leadership style, educational programmes and coaching for leaders are recommended.

Cooper, A. L., Brown, J. A., & Leslie, G. D. (2021). The impact of organisational values on nurse resilience: A mixed-methods study. *Journal of Nursing Management*, 29(7), 2074-2083. doi:<https://doi.org/10.1111/jonm.13338>

AimTo investigate the impact of organisational values on nurse resilience.**Background**Nurses encounter significant occupational adversity, which can result in negative psychological consequences. Investigating the role of resilience as a protective factor focuses on what enables some nurses to positively adapt in challenging work environments. Comparatively, little attention has been paid to organisational factors and nurse resilience.**Method**A two-phase mixed-methods design comprising a cross-sectional survey and focus groups.**Results**Three hundred and ninety-four nurses responded to the survey with 25 participating in four follow-up focus groups. Significant associations were found between resilience levels and agreement with organisational values ($p = .022$) and agreement about the importance of values ($p = .018$). Three themes relating to organisational values were identified: pressures and challenges; supports and strategies; and impact of organisational values.**Conclusions**Organisational values may

positively impact resilience if nurses concur with those values and believe they are shared by their employer. Implications for Nursing Management To promote nurse resilience, organisations and nurse leaders should consider developing, implementing and operating with a set of employee-adopted values, which need to be demonstrably upheld across the organisation.

Çınar, D., Nazan Kılıç Akça, Pınar Zorba Bahçeli, & Yaşar Bağ. (2021). Perceived stress and affecting factors related to COVID-19 pandemic of emergency nurses in turkey. *Journal of Nursing Management*, 29(7), 1916-1923. doi:<https://doi.org/10.1111/jonm.13329>

AimTo examine the perceived stress and affecting factors related to the COVID-19 pandemic of emergency nurses at the first stage of the pandemic. **Background**During pandemic process, nurses reported to experience stress due to a very high risk of being infected and hard work. **Method**A descriptive study. The sample of the study consisted of 169 emergency nurses. To collect data, a personal information form was used together with the Perceived Stress Scale. **Results**The factors that significantly affect the perceived stress score of emergency nurses during the COVID-19 pandemic included applying respiratory isolation, changing the way of life, not being able to access protective equipment, insufficient nurses in the unit and thinking that COVID-19 will be transmitted to oneself. **Conclusion**Nearly half of the emergency nurses perceived stress above average during pandemic, and their working conditions affected this situation. **Implications for Nursing Management**Meeting physiological needs and applying psychological guidance and counselling interventions in the stress management of emergency nurses may contribute to the reduction of their stress levels. Effective infection control, reducing workload, increasing the number of nurses and strengthening the coping mechanisms can minimize the perceived stress level of emergency nurses.

Labrague, L. J. (2021). Pandemic fatigue and clinical nurses' mental health, sleep quality and job contentment during the covid-19 pandemic: The mediating role of resilience. *Journal of Nursing Management*, 29(7), 1992-2001. doi:<https://doi.org/10.1111/jonm.13383>

AimThis study examined the influence of pandemic fatigue on clinical nurses' mental health, sleep quality and job contentment, with resilience as a mediator. **Background**Pandemic fatigue is an emerging health concern among frontline clinical nurses as a consequence of the ongoing coronavirus pandemic and the various measures implemented to slow the spread of infection. As yet, no studies have investigated the link between pandemic fatigue and resilience, mental health, sleep quality and job contentment in frontline clinical nurses. **Methods**This was a descriptive, cross-sectional study involving 255 frontline clinical nurses in the Philippines. The Pandemic Fatigue Questionnaire, Brief Resilience Scale, Job Contentment Scale and the Sleep Quality Scale were used to collect data through an online survey. **Results**The mean pandemic fatigue score was 3.086 (out of 5). Being vaccinated ($\beta = 0.231$, $p < .001$) and increased staffing levels ($\beta = -0.488$, $p < .01$) were associated with decreased pandemic fatigue in clinical nurses. Resilience partially mediated the relationships between (a) pandemic fatigue and mental health ($\beta = -0.488$, $p < .001$), (b) pandemic fatigue and sleep quality ($\beta = -0.326$, $p < .001$) and (c) pandemic fatigue and job contentment ($\beta = -0.395$, $p < .001$). **Conclusion**Clinical nurses who received a COVID-19 vaccine and those who perceived sufficient staffing in their units reported lower levels of pandemic fatigue. Resilience reduces the effects of pandemic fatigue on clinical nurses' mental health, sleep quality and job contentment. **Implications for Nursing Management**By providing frontline nurses with access to COVID-19 vaccines and ensuring sufficient staffing levels, nurse managers could effectively reduce or prevent pandemic fatigue and improve their mental health. Implementing resilience-promoting measures are essential to support nurses' mental health, promote their sleep quality and foster job satisfaction.

Kakemam, E., Chegini, Z., Rouhi, A., Ahmadi, F., & Majidi, S. (2021). Burnout and its relationship to self-reported quality of patient care and adverse events during COVID-19: A cross-sectional online survey among nurses. *Journal of Nursing Management*, 29(7), 1974-1982. doi:<https://doi.org/10.1111/jonm.13359>

AimsTo assess nurses' burnout and its association with their perceived quality of patient care and occurrence of adverse events (AEs) during COVID-19. **Background**Burnout is a serious problem among nursing staff internationally with negative impacts on the quality of care and patient safety. **Methods**We conducted a cross-sectional online study

among 1,004 Iranian nurses through the convenience sampling technique. Data were collected using the Maslach Burnout Inventory, five items of questions related to self-reported poor patient care quality and estimated occurrence of AEs. Results Prevalence of high burnout among nurses was 31.5%. The risk of AEs ranged from 26.1% to 71.7%. Self-reported quality of patient care was found to be poor. A positive correlation was found between emotional exhaustion and depersonalization scores and patient care quality, whereas a negative correlation was found between personal accomplishment scores and all poor care item scores. Depersonalization was found to increase the risk of the onset of all AEs (odds ratio OR] = 1.06–1.08). Also, Personal accomplishment reduced the risk of occurrence of 'medication errors' (OR = 0.99) and the onset of 'patient and their family verbal abuse' (OR = 0.97). Conclusions Our findings confirmed the hypothesis that a higher degree of burnout is correlated with a perceived higher number of AEs and reduced perceived patient care quality. Implications for Nursing Management Reducing burnout among nurses through implementing interventions may be an effective strategy to enhance patient care quality and reduce the number of AEs in Iranian public hospitals. Therefore, in order to minimize work burnout, primary approaches include access to psychosocial support, including Web-based services, psychological first aid, mental support hotlines and self-care techniques during the COVID-19 pandemic.

Cox, G., Sobrany, S., Jenkins, E., Musipa, C., & Darbyshire, P. (2021). Will nurse leaders help eradicate 'hair racism' from nursing and health services? *Journal of Nursing Management*, 29(7), 2014-2017.
doi:<https://doi.org/10.1111/jonm.13286>

Aims Nurse managers play key roles in creating and enforcing organisational hair policies and practices. This challenging paper will provoke discussion, debate and hopefully the dismantling of racist hair policies that disproportionately target black students and nurses. Background Black people have suffered from centuries of hair racism that continues today. Unfortunately, many nurse leaders underestimate the significance of this issue, while perpetuating the injustice. Evaluation This paper is based on research literature, media reports and authors' lived experiences regarding hair racism experienced by black people and nurses in particular. Key Issues Nurse managers often create and police organisational hair policies and dress codes. As health services pledge to eradicate racism 'in principle', ending discriminatory hair policies offers nurse managers a practical way to make this principle a reality. Conclusions Hair racism is real and damaging for many black nurses and has no place in a modern health service. Rather than designing and policing such structural racism, nurse managers can be instrumental in ending it. Implications for Nursing Management Health service hair policies targeting black nurses especially are not 'neutral'. Nurse managers can challenge this institutional discrimination, demonstrating health services' commitment to ending racism in all of its guises.

Tanaka, S., Kunie, K., Takemura, Y., Ichikawa, N., & Kida, R. (2021). Exploring nurses' clinical reasons for bed transfers in acute care wards: An observational study. *Journal of Nursing Management*, 29(7), 2297-2306.
doi:<https://doi.org/10.1111/jonm.13352>

Aims To investigate the number of bed transfers (patient transfers within the same ward) and their reasons in acute care wards of mid-sized hospitals with multibed and private rooms. Background Bed transfers, even when necessary, are burdensome for patients; however, the reasons for bed transfers in various types of rooms remain unclear. Methods An observational study was conducted in seven wards in three hospitals in Japan. Nurses completed a questionnaire regarding each bed transfer, which elicited the reasons for the transfer. We classified transfer patterns based on the functions of the patients' rooms and the number of beds in each room and analysed scores. Results Overall, 560 responses were analysed. The average number of bed transfers per day was 2.7. In total, 43% of bed transfers were conducted for patients aged over 70. The most frequent bed transfer pattern was 'transfer between patient rooms with the same number of beds', and the most frequent reason was 'patient did not need that bed'. Conclusions Unnecessary bed transfers could be reduced by ward designs that reflect nurses' clinical judgement. Implications for nursing management Monitoring data for the reason regarding bed transfer contributes to hospital planning and decreases unnecessary bed transfers.

Lin, T., Feng, X., Gao, Y., Li, X., Ye, L., Jiang, J., & Tong, J. (2021). Nursing interruptions in emergency room in china: An observational study. *Journal of Nursing Management*, 29(7), 2189-2198.

AimTo analyse the frequency and core elements of nursing work interruptions in Chinese emergency nursing settings.
BackgroundLittle is known about nursing interruptions, which affect the quality of services in Chinese emergency nursing setting.
Method(s)A cross-sectional observational study was conducted in three units of an emergency department in a Chinese tertiary hospital. Participants comprised 60 nurses. Data were collected using a questionnaire developed by the researchers specifically for this study.
ResultsIn total, 25,965 min of work was observed and 2333 interruptions were identified. Most interruptions were from patients, their families and nurses. Therapeutic nursing and patient observation and documentation were the most frequently interrupted procedures. Most interruptions were negative, and a majority of the nurses immediately responded to interruptions. Significant differences existed in the overall distribution of the core elements among the three nursing units.
ConclusionsThe frequency of emergency nursing interruptions was moderate. Most interruptions tend to lead to negative treatment outcomes for patients.
Implications for Nursing ManagementEmergency nursing managers should recognize the importance of interruptions, understand work situations better and develop ways to reduce the incidence of interruptions. Thus, nursing risks can be avoided by reducing the adverse outcomes caused by work interruptions.

Ostberg, N., Ling, J., Winter, S. G., Som, S., Vasilakis, C., Shin, A. Y., . . . Scheinker, D. (2021). Quantifying paediatric intensive care unit staffing levels at a paediatric academic medical centre: A mixed-methods approach. *Journal of Nursing Management*, 29(7), 2278-2287. doi:<https://doi.org/10.1111/jonm.13346>

AimTo identify, simulate and evaluate the formal and informal patient-level and unit-level factors that nurse managers use to determine the number of nurses for each shift.
BackgroundNurse staffing schedules are commonly set based on metrics such as midnight census that do not account for seasonality or midday turnover, resulting in last-minute adjustments or inappropriate staffing levels.
MethodsStaffing schedules at a paediatric intensive care unit (PICU) were simulated based on nurse-to-patient assignment rules from interviews with nursing management. Multivariate regression modelled the discrepancies between scheduled and historical staffing levels and constructed rules to reduce these discrepancies. The primary outcome was the median difference between simulated and historical staffing levels.
ResultsNurse-to-patient ratios underestimated staffing by a median of 1.5 nurses per shift. Multivariate regression identified patient turnover as the primary factor accounting for this difference and subgroup analysis revealed that patient age and weight were also important. New rules reduced the difference to a median of 0.07 nurses per shift.
ConclusionMeasurable, predictable indicators of patient acuity and historical trends may allow for schedules that better match demand.
Implications for Nursing ManagementData-driven methods can quantify what drives unit demand and generate nurse schedules that require fewer last-minute adjustments.

Parizad, N., Lopez, V., Jasemi, M., Asl, R. G., Taylor, A., & Taghinejad, R. (2021). Job stress and its relationship with nurses' autonomy and nurse-physician collaboration in intensive care unit. *Journal of Nursing Management*, 29(7), 2084-2091. doi:<https://doi.org/10.1111/jonm.13343>

AimsTo determine nurses' job stress and its relationship with professional autonomy and nurse-physician collaboration in intensive care unit (ICU).
BackgroundLow professional autonomy, high job stress and lack of nurse-physician collaboration can affect nursing care in ICU and the main reasons ICU nurses leave the occupation or transfer to other clinical units.
MethodsA cross-sectional, correlational study was conducted on 398 nurses in teaching hospitals in Urmia, Iran, in 2020. Data were collected using the Dempster Practice Behaviors Scale, the Health and Safety Executive tool and the Jefferson Scale of Attitudes toward Physician-Nurse Collaboration.
ResultsThe mean job stress (115.53 ± 12.42) and professional autonomy (102.19 ± 11.88) of ICU nurses were 'moderate', and nurse-physician collaboration (74.25 ± 5.10) was 'good'. There was a positive relationship between professional autonomy and job stress ($r = .506$) and nurse-physician collaboration ($r = .242$). Professional autonomy was a predictor of job stress in nurses ($p < .000$), and work experience in ICU can cause job stress in nurses ($p = .024$).
ConclusionIncreasing nurses' professional autonomy causes an increase in job stress and improves nurse-physician collaboration in ICU.
Implications for Nursing ManagementNursing managers should implement practical strategies to improve nurses' autonomy, enhance nurse-physician collaboration and decrease their job stress.

Herica, S. D., & Edinês de, B. G. (2021). Nursing work environment and accreditation: Is there a relationship? *Journal of Nursing Management*, 29(7), 2183-2188. doi:<https://doi.org/10.1111/jonm.13371>

BackgroundThe association between Magnet recognition and nursing work environment is well established; however, little is known about hospital accreditation and its relationship to the nursing work environment.**Objective**To describe the Brazilian nurses' perceptions of the work environment and their relationship with hospital accreditation.**Methods**A cross-sectional survey study was carried out in three Brazilian hospitals. Nurses who delivered direct patient care and worked for at least 6 months were invited to participate. Those who were on vacation or leave for any reason during data collection were excluded. The participants were asked to fill out the personal and professional characterization form and the Brazilian version of the Revised Nursing Work Index.**Results**The work environment was evaluated as favourable by Brazilian nurses. Linear regression analysis evidenced that hospital accreditation is associated with the nursing work environment, affecting the nurse–physician relationship (OR = 0.266, $p < .001$), organisational support (OR = 0.256, $p < .001$), control over the practice setting (OR = 0.229, $p < .001$) and autonomy (OR = 0.227, $p < .001$).**Conclusion**The findings suggest that there is a positive influence of hospital accreditation on nurses' perceptions of the work environment concerning autonomy, nurse–physician relationship, control over the practice setting and organisational support.**Implication for nursing management**Nurse managers can apply the recommendations of certification programmes in practice settings to improve the nursing work environment.

Labrague, L. J. (2021). Psychological resilience, coping behaviours and social support among health care workers during the COVID-19 pandemic: A systematic review of quantitative studies. *Journal of Nursing Management*, 29(7), 1893-1905. doi:<https://doi.org/10.1111/jonm.13336>

AimTo appraise and synthesize studies examining resilience, coping behaviours and social support among health care workers during the coronavirus pandemic.**Background**A wide range of evidence has shown that health care workers, currently on the frontlines in the fight against COVID-19, are not spared from the psychological and mental health-related consequences of the pandemic. Studies synthesizing the role of coping behaviours, resilience and social support in safeguarding the mental health of health care workers during the pandemic are largely unknown.**Evaluation**This is a systematic review with a narrative synthesis. A total of 31 articles were included in the review.**Key Issues**Health care workers utilized both problem-centred and emotion-centred coping to manage the stress associated with the coronavirus pandemic. Coping behaviours, resilience and social support were associated with positive mental and psychological health outcomes.**Conclusion**Substantial evidence supports the effectiveness of coping behaviours, resilience and social support to preserve psychological and mental health among health care workers during the COVID-19 pandemic.**Implications for Nursing Management**In order to safeguard the mental health of health care workers during the pandemic, hospital and nursing administrators should implement proactive measures to sustain resilience in HCWs, build coping skills and implement creative ways to foster social support in health care workers through theory-based interventions, supportive leadership and fostering a resilient work environment.

Lorena Acea-López, María del Mar Pastor-Bravo, Esther Rubinat-Arnaldo, Bellon, F., Joan Blanco-Blanco, Montserrat Gea-Sanchez, & Erica Briones-Vozmediano. (2021). Burnout and job satisfaction among nurses in three spanish regions. *Journal of Nursing Management*, 29(7), 2208-2215. doi:<https://doi.org/10.1111/jonm.13376>

AimsTo determine the levels of job satisfaction and burnout syndrome and related factors among nurses in three Spanish regions.**Background**The nursing profession involves high work stress due to emotional involvement, workload and available resources.**Methods**Descriptive multicentric cross-sectional study. Sociodemographic and migration data were collected and participants completed the Job Satisfaction Questionnaire S20/23 and Maslach Burnout Inventory. The data were analysed using descriptive statistical methods using the program SPSS.**Results**The sample included 228 nurses (187 women and 41 men), with a mean age of 37.11 ± 10.87 . Reported job satisfaction was medium to high. Overall, values were low in emotional fatigue and medium in depersonalization and personal fulfilment. In terms of migration, 21.59% of the participants had already moved to other Spanish regions or another country, while 18.58% had the intention of doing so.**Conclusion**Nurses with a

temporary contract showed a high burnout rate, and high levels of emotional fatigue, depersonalization and lack of personal fulfilment. Implications for Nursing Management Strategies are needed to improve working and contractual conditions such as enhancing teamwork, management and leadership skills in nurses; achieving internal promotion; and having higher participation in decision-making and a better balance of power between health institution managers and health professionals.

Towle, R. M., Zunaitha Begum, M. H., & Chew, S. M. (2021). A descriptive study on reasons for prolonged hospital stay in a tertiary hospital in Singapore. *Journal of Nursing Management*, 29(7), 2307-2313.

doi:<https://doi.org/10.1111/jonm.13360>

Background Our health care is facing with the challenges of bed crunch and increasing number of patients with prolonged hospital stay. **Aims** This study aimed to determine factors contributing to the prolonged hospital stay in a tertiary hospital in Singapore. **Methods** A random sample of 600 medical records of patients' staying in hospital for more than 21 days was retrieved. The reasons for their prolonged hospital stay were categorized into 'medically unfit' and 'medically fit'. **Results** The top three reasons for prolonged hospital stay among the 'medically unfit' group were ongoing medical treatment, surgical interventions and receiving intravenous chemotherapy/radiotherapy. The top three reasons for the 'medically fit' group were waiting for community hospital bed, waiting for a new caregiver and undecided on discharge disposition. **Conclusion** The results inform health care stakeholders in planning measures to minimize the incidence of unnecessary prolonged hospitalization for optimal health care resource utilization. **Implications of Nursing Management** Ineffective discharge planning can lead to serious adverse outcomes such as hospital readmission and prolonged hospital stay. Patient navigators have a crucial role in facilitating safe, smooth and timely discharge of patients from acute care hospital to community. Understanding the reasons behind extended hospitalization is essential in order to better provide support.

Alime Selçuk Tosun, Nurcan Akgül Gündoğdu, & Taş, F. (2021). Anxiety levels and solution-focused thinking skills of nurses and midwives working in primary care during the COVID-19 pandemic: A descriptive correlational study. *Journal of Nursing Management*, 29(7), 1946-1955. doi:<https://doi.org/10.1111/jonm.13334>

Aims To determine the state-trait anxiety levels and solution-focused thinking skills of primary care nurses/midwives during the COVID-19 pandemic, and to evaluate the factors affecting these variables and the determinants of state-trait anxiety levels. **Background** The COVID-19 outbreak has created intense anxiety in nurses/midwives that may affect the care they provide. Nurses and midwives may manage anxiety using solution-focused thinking skills. **Methods** This descriptive correlational study included 170 nurses/midwives at 61 family health centres evaluated from 1 August to 14 September 2020. **Results** The participants' state and trait anxiety scores were above average, indicating a moderate level of anxiety and the mean total solution-focused inventory scores were at a moderate level. It was determined that 47.9% of the variance in state anxiety scores could be explained by trait anxiety, age, years of professional experience, chronic illness, type of work shift during the pandemic, follow-up of patients diagnosed with COVID-19 using computed tomography or a COVID-19 test, and whether the institution was taking necessary measures against COVID-19. There was a negative relationship between state anxiety and solution-focused inventory total score. **Conclusion** Nurses/midwives displayed a moderate level of anxiety and solution-focused thinking skills during the COVID-19 pandemic. **Implications for Nursing Management** Steps should be taken to improve nurses' solution-focused thinking skills to enable them to organise quickly and manage care processes successfully in extraordinary circumstances such as pandemics. Moreover, personal empowerment programmes should be recommended for nurses and midwives to help them cope with anxiety.

Cengiz, Z., Isik, K., Gurdap, Z., & Emriye, H. Y. (2021). Behaviours and experiences of nurses during the COVID-19 pandemic in Turkey: A mixed methods study. *Journal of Nursing Management*, 29(7), 2002-2013.

doi:<https://doi.org/10.1111/jonm.13449>

Aim The aim of this work is to present behaviours and experiences of nurses in Turkey during the current coronavirus pandemic. **Background** The coronavirus pandemic leads to difficulties for most health care workers, especially for nurses who mostly accompany patients and are on the front line. **Methods** In the study, a parallel mixed pattern

converging quantitative and qualitative research methods was used. Results The model revealed that 41 years old or older, diabetic, female, single professionals, working in the pandemic department took more personal measures. Five main themes appeared regarding the experiences of the nurses during the pandemic period: (1) psychological and mental strain; (2) personal protective equipment; (3) organizational, physical, and social strains; (4) change in professional values; (5) turning the crisis into an opportunity. Conclusions Personal measures are associated with the risk status. There is a need to protect nurses with significant measures by providing psychosocial support, meeting their basic needs, and preventing all complications likely to occur due to increasing workload. Implications for Nursing Management More efforts should be made to ensure good work, fair treatment, no tolerance for discrimination, and equal compensation conditions.

Janet Alexis A De, Los Santos, & Labrague, L. J. (2021). Job engagement and satisfaction are associated with nurse caring behaviours: A cross-sectional study. *Journal of Nursing Management*, 29(7), 2234-2242. doi:<https://doi.org/10.1111/jonm.13384>

Background There is a scarcity of literature assessing the impact of job engagement and satisfaction in the nurse's caring behaviours. This study aims to identify how these factors affect the caring behaviours of nurses. Methods This study used a cross-sectional design and employed self-report questionnaires. A total of 549 nurses from private and government hospitals participated in the survey conducted in the year 2019. Descriptive and inferential statistics were utilized to analyse the data. Results Results revealed that the nurses display high caring behaviours and job engagement and moderate sense of satisfaction. Remarkably, there are no profile variables significantly related to the nurse's caring behaviours. Findings suggest that job engagement and satisfaction are significantly associated with the nurses' caring behaviours. Conclusion Factors such as job engagement and satisfaction affect nurses' caring behaviours. Implications to Nursing Management Health organisations must provide strategies to increase job engagement and satisfaction of nurses to yield high caring behaviours, which is vital to the achievement of patient safety.

Sara Domínguez-Salas, Juan Gómez-Salgado, Carlos Guillén-Gestoso, Macarena Romero-Martín, Mónica Ortega-Moreno, & Carlos Ruiz-Frutos. (2021). Health care workers' protection and psychological safety during the COVID-19 pandemic in Spain. *Journal of Nursing Management*, 29(7), 1924-1933. doi:<https://doi.org/10.1111/jonm.13331>

Aims To analyse the relationship between work engagement, sense of coherence and psychological distress levels in Spanish health professionals who were active during the COVID-19 pandemic lockdown. Background Work engagement and sense of coherence can help professionals to cope with work-related psychological distress due to the harsh conditions of the COVID-19 working environment. Methods Cross-sectional observational study of 1,459 health care professionals. The Utrecht Work Engagement Scale, the Sense of Coherence Scale and Goldberg's General Health Questionnaire were distributed and analysed with descriptive and multiple linear regression methods. Results High levels of work engagement, especially in the dedication dimension, of sense of coherence, in particular in the meaningfulness dimension, and psychological distress were obtained. Significant correlations ($p < .001$) were identified between all the variables. Conclusions Work engagement and sense of coherence correlated positively with each other and both negatively with psychological distress. So, health care professionals, despite presenting psychological distress, perceive their work satisfactorily and positively despite the severity of the situation and the harsh conditions. Implications for Nursing Management Sense of coherence and work engagement are protective factors against psychological distress. Preventive measures for professionals should go through the dimensionalization of the problem and the adaptation of practical measures for daily management.

Cadge, W., Lewis, M., Bandini, J., Shostak, S., Donahue, V., Trachtenberg, S., . . . Robinson, E. (2021). Intensive care unit nurses living through COVID-19: A qualitative study. *Journal of Nursing Management*, 29(7), 1965-1973. doi:<https://doi.org/10.1111/jonm.13353>

Aims To understand how nurses experience providing care for patients hospitalized with COVID-19 in intensive care units. Background As hospitals adjust staffing patterns to meet the demands of the pandemic, nurses have direct physical contact with ill patients, placing themselves and their families at physical and emotional risk. Methods From

June to August 2020, semi-structured interviews were conducted. Sixteen nurses caring for COVID-19 patients during the first surge of the pandemic were selected via purposive sampling. Participants worked in ICUs of a quaternary 1,000-bed hospital in the Northeast United States. Interviews were transcribed verbatim, identifiers were removed, and data were coded thematically. Results Our exploratory study identified four themes that describe the experiences of nurses providing care to patients in COVID-19 ICUs during the first surge: (a) challenges of working with new co-workers and teams, (b) challenges of maintaining existing working relationships, (c) role of nursing leadership in providing information and maintaining morale and (d) the importance of institutional-level acknowledgement of their work. Conclusions As the pandemic continues, hospitals should implement nursing staffing models that maintain and strengthen existing relationships to minimize exhaustion and burnout. Implications for Nursing Management To better support nurses, hospital leaders need to account for their experiences caring for COVID-19 patients when making staffing decisions.

Udod, S., Care, W. D., Graham, J. M., Henriquez, N., & Ahmad, N. (2021). From coping to building nurse manager resilience in rural workplaces in western Canada. *Journal of Nursing Management, 29*(7), 2115-2122. doi:<https://doi.org/10.1111/jonm.13350>

Aim To investigate the role stressors, and how coping strategies cultivated nurse managers' resilience in rural workplaces. Background A stressful workplace can impair the mental and physical health of nurse managers leading to poor performance. Building and sustaining manager resilience in complex and stressful practice environments is necessary to attract and maintain competent and skilled managers. Method In this qualitative exploratory inquiry, a purposive sampling method was used to recruit 16 nurse managers in rural western Canada. Results Coping strategies fostered manager's resilience that made their work meaningful, and included putting out fires, psychologically reframing a situation, serving others and receiving support. Conclusions Managers brought expertise, knowledge and skill to make their work meaningful and central to ongoing health service delivery in these rural communities. Nurse manager resilience can be strengthened by using evidence-based strategies in an increasingly complex health care environment. Implications for Nursing Management Managers need to be supported and encouraged to develop awareness of their own protective factors as they cope with challenging situations. Building resilience through formal education, social support and meaningful recognition is an important focus for nurse leaders in establishing a healthy work environment and maintaining a stable nursing workforce.

Emiralioglu, R., & Sönmez, B. (2021). The relationship of nursing work environment and innovation support with nurses' innovative behaviours and outputs. *Journal of Nursing Management, 29*(7), 2132-2141. doi:<https://doi.org/10.1111/jonm.13354>

Aim To determine the relationship of nursing work environment and innovation support with nurses' innovative behaviours and innovation outputs. Background According to the social exchange theory, nursing work environment must be regulated to support innovation for nurses' innovative behaviours, which results in useful innovation outputs. Methods The sample of the research determined using the convenience sampling method consisted of 618 nurses working in four hospitals in Istanbul. In statistical analysis of the data, descriptive analyses, correlation and linear regression analysis were used. Results It was found a significant correlation between nursing work environment and innovation support with innovative behaviour and innovation outputs. It was found that innovative behaviour was the variable that had a significant impact on nurses' innovation outputs and that the model explained 40.1% of the variance of innovation outputs. The model created for innovative behaviour was determined to have an explanatory variance of 19.4%. Conclusions This study reveals the necessity for developing nurses' innovative behaviours to increase innovation outputs and examines the relationship of nurses' innovative behaviours with nursing work environment and innovation support. Implications for Nursing Management Nurse managers should create a nursing work environment that supports and develops nurses' innovative behaviours.

Anna García-Altés, Mireia Subirana-Casacuberta, Llorens, D., Bullich, I., Brugués, A., Teixidor, M., . . . Estrem, M. (2021). The experience of catalonia measuring nurse-sensitive indicators: Trends study 2012–2018. *Journal of Nursing Management, 29*(7), 2288-2296. doi:<https://doi.org/10.1111/jonm.13348>

AimTo describe nursing-sensitive indicators measured in Catalonia.**Background**In Catalonia, since 2012, under the umbrella of the Results Centre, outcomes of every health care setting have been published and made open to health care professionals and citizens.**Methods**Trends study of nursing-sensitive indicators was based on data collected systematically from each setting from 2012 to 2018. Percentages and rates were calculated for each of 14 indicators analysed from all primary care, hospitals and long-term care centres.**Results**Percentage of population aged 60 years or older correctly vaccinated against flu has been decreasing, while percentage of population aged 14 years or under with correct vaccine status is high (over 91%) and has remained stable over time. Mortality in patients who have developed complications has increased, from 27.1% in 2012 to 34.0% in 2017. Most centres achieved functional improvements during the first 30 days of admission.**Conclusions**Among all indicators measured in primary care, hospital and long-term care, only 14 analysed are nursing-sensitive; no nursing-sensitive indicators regarding mental health are measured.**Implications for Nursing Management**Research focused on development of nursing-sensitive indicators offers an opportunity to measure and benchmark nurses' quality of care and their contribution in achieving populations' health improvement and health care system sustainability.

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