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**A Work Place Motivational Approach on Retaining Nurses in the Profession:**

A Descriptive Literature Review Study

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<p>The objective of this study is to identify motivational factors that enable nurses to remain in their profession. The choice for the topic is based on the alarming suggestions from previous studies regarding shortages of nurses due to different reasons. The shortages are link to the inability of most countries to effectively implement strategies that will directly resolve the crisis. Given the significance of the healthcare industries in most economy, there is urgent need to keep it sustainable so that it should be able to cater for the existing and future health challenges worldwide.</p> <p>The scope of the study is limited to relevant literature from the Metropolia University of applied science online databases. It is a descriptive literature review study that seeks to enhance the perception of motivational strategies to retain nurses at work. To accomplish this, the author begins by formulating a research question; examine the methodology, findings of selected articles in order to produce meaningful results.</p> <p>The outcome of the study reveals that strategies that motivate nurses to remain in the profession are characterized by their workplace organisation, educational training and work environment. The results recommend that, institutions have to adopt a holistic training mechanism that takes into account the socio-cultural and religious traits of both patients and nurses to be able to guarantee holistic care. In addition, the results indicate that a collegial and inclusive management approach be implemented. It emphasises the need for constant encouragement and recognition of nurses input and career development opportunities. For clarity purpose, the author classified the results in two main categories, important and less important. However, these are grouped and explained in four sub headings.</p>	
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## 1 Introduction

In several decades of nursing studies, workplace motivation strategies have been a recurrent research theme about measures that must be taken to enhance nursing practice and encourage retention of nurses, both at their workplaces and in the profession. One of the main reasons for this has been the constant shortages of nurses in the health sector due to job mobility and general dissatisfaction with work (Flinkman et al. 2008).

The consequences of this challenge include a toll on the capacity of the country to effectively manage healthcare problems, and an increase in healthcare cost. Like many countries in the world, Finland is one of the Scandinavian countries that is experiencing a shortage in the supply of nurses, and also projected to suffer from more shortages with approximately 49.7% of the workforce going on retirement between 2010 and 2030 (Seitovirta et al. 2017).

However, this study has taken into account a wide range of research literature that examines the nursing profession and workplace practices from across the globe, including Finland to establish the kind of measures that may be considered appropriate enough to better the situation of nurses and encourage them to stay in the profession. In analysing the data leading to the results of this study, the author takes into consideration the cultural and ethnic diversity factor that now characterises the Finnish healthcare industry and many others. As a matter of fact, the population of Finland is increasingly becoming more culturally and ethnically diverse predominantly with people from Muslim countries, a phenomenon that is causing an increase in the cultural diversity of patients and healthcare personnel (Begum & Seppänen 2017).

In general, the author examines challenges from previous studies and the approaches to enhance nurse retention in the profession. Challenges of public healthcare nurses and midwives were not considered. The study is focus on Registered/practicing nurses within the working age group, that is, those still due in active service. This is based on the assumption that Registered/practicising nurses are the bulk of those involve in general nursing practice.

A descriptive literature review approach was used to identify and highlight probable factors that will help retain nurses in the profession and then determines motivational approaches that may generate solutions for these challenges in order to encourage retention of nurses in the healthcare sector.

## 1.2. Purpose and Research Question of the study

Significantly, the study intends to determine measures that will stress the importance of effective and efficient implementation of healthcare occupational policies that would attract and most importantly, retain nurses in the healthcare profession. To go about this, a research question was formulated that reads below:

What measures can be taken to induce nurses desire to remain in the profession?

## 2. Background of the study

There are reports indicating that though there is global nursing shortage, many nurses, especially young ones, are the most eager to leave the profession. Although it is not exactly possible to quantify the extent of the shortage; there are reports that provide good enough estimates to suggest the extent of the problem.

### 2.1. The situation in Finland

Finland like all other countries has been experiencing a rise in the number of nurses from abroad in the last twenty years (Wesolowska et al. 2018). This is definitely an indicator of the dire need of healthcare personnel in the country.

Attström et al. (2014) study on 'mapping and Analysing Bottle-neck Vacancies in EU Labour Markets' identifies the healthcare sector in Finland, including social services and education (special needs education teachers and practical nurses), as the main sectors with bottleneck vacancies. Yet the same study reports further that, as much as "20,000 qualified practical nurses" were working in other occupations. In spite of these, there are growing concerns that a large proportion of the workforce in the Finnish healthcare sector will retire by 2025 (Attström et al. 2014). For these and many other reasons, a smaller sized cohort will not be sufficient to close employment gaps especially given the fact that occupations in the healthcare sector do not attract men (ibid).

In addition, Attström et al. (2014) recall there is acute demand for qualified Registered nurses, practical nurses and doctors. They state that there were only 992 applicants for 7,828 open vacancies for nurses in 2013 in Finland. The situation was not different for practical nurses. Only 2,858 practical nurses applied for 8,293 new vacancies in the same year (ibid). The situation of nurse shortages, for example is attributed to the demanding nature of the profession which is causing most to abandon their career.

## 2.2. The situation in other nations

Almost all nations are experiencing shortages of nurses with extreme rise of nursing vacancies with no sign to end soon (Nelson 2004). In the United States, McDermid et al. (2012) reveal that forty-eight thousand registered nurses were employed as staff in faculty of nursing in 1980. However, only 30,000 were left in 1988. The rate of vacancy was nearly 7.9 per 100 by the year 2006- 2007 and later rose to 8.8 % in 2007 – 2008.

Consequently, nurse shortage presents challenges in terms of healthcare cost, and the ability and quality of care given to patients. Medlyn (2000) asserts that the national supply of registered nurses in Arizona State alone will fall nearly below requirement in 2020, fewer student are said to pursue a career in the nursing field.

The situation is worse in developing countries as revealed by Okeke (2008) that the ratio of nurses to patients in the early 2000s stood at 1:30 thus raising major concern for the Lagos state government of Nigeria due to the rise of mortality rate for exposed women and children. The high patient to nurse ratios affect nurses negatively ranging from increase emotional stress and physical exhaustion (Malatji et al. 2017).

The situation in Australia is complicated as 14 percent of the nurses retires every five years with an estimate of 90 000 nurses to retire in 2020. Further research reveal that one in five nurses worked forty-five or more hours in seven days while forty-nine percent working part time with only seventy percent of those qualified works as nurse (Davis 2008). The case is critical amongst mental health nurses in China with 3.77 psychiatric nurses per 100,000, far below average compared to countries with upper middle-income (Jiang F et al. 2019).

Given the importance of the healthcare sector in the economic system of every country, there is a need to keep the sector as sustainable as possible so that it should be able to cater for the numerous existing and future health challenges of the population. While this is being considered, it is important to note that a greater fraction of nursing care hours provided is related to improved care.

However, considering the changing consumer demographics, the retention of adequate number of nurses is a call for concern to meet ongoing and anticipated demands (Mills et al. 2016). Added to this is the fact that, nurses constitute the largest professional group in the healthcare sector (ibid). Consequently, encouraging nursing practice by supporting nurses in diverse ways will improve on recruitment rates and increase their retention period in the profession. These measures will certainly influence valuable outcomes for sustaining a vibrant and selfless nursing workforce that in turn will positively affect patient outcomes.

Notwithstanding, the considerations in this study are diverse. The author takes into account the fact that the world is seemingly more ethnically and culturally diverse, due to a rise in cultural diversity of both patients and health care professionals (Wesołowska et al. 2018). As a matter of fact, the cross cultural competence concept and well-being study by Wesolowska et al. (2018) among registered natives and foreign-born nurses in Finland asserts that “*foreign-born physicians and nurses accounted for more than 30% and 40%, respectively, of the health care workforce and some countries in Europe*” (p.2) in the year 2010 and 2011 alone.

However, special considerations were made as earlier announced in analysing data for this study. Underpinning this decision is the fact that the study, in part, seeks to understand the cultural difficulties that are influencing nurses (both natives and foreign-born) to leave the profession. This perspective has to do with the fact that inevitable conflicts and clashes that have impacts on healthcare outcomes often come to the fore when cultures interact (Jenko and Moffitt 2006). Therefore, the solution to such difficulties would include great satisfac-

tion and other rewards that would accrue from culturally competent care from the host country's perspective (Sitzman & Eichelberger 2017).

Therefore, to achieve the goal of this study, there is primarily the challenge to understand to an acceptable extent those forces that provoke nurses to either abandon or remain in the profession. According to Mills et al. (2016), the necessary input on this kind of challenge is the need to tackle factors that cause attrition, and implement strategies that will enhance retention rates and workforce sustainability. The studies centre on strategies and solutions toward increasing retention levels of nurses in the profession. In the chapter below, the author examines from different angles, the challenges that are established as some of the reasons causing shortages in the field of nursing.

### 3. Challenges

This chapter explores previous studies on the challenges that enable shortages in the nursing profession in Finland and elsewhere. The author examines these challenges within specific study areas that are considered as vital instruments in sustaining the aspirations of nurses and determining their retention rate in the profession. The essence is to guide the author on what motivation strategies to concentrate on. During this exercise, it was noted that effective understanding of the problem is necessary for the implementation of best strategies.

To elaborate on previous studies, Alilu et al. (2016) in their study, "*Towards an understanding of clinical nurses challenges that leads intention to leave*" examine amongst others the impression that majority nurses leave the profession due to being abused and the absence of professional dependence, respect and recognition. The data for their study is collected from distinct hospitals affiliated with renowned Medical science institutions in Iran (Tabriz and Uremia University). The objective of their study was to research on challenges faced by Iranian nurses with the intention to propose solution to common professional attrition rate. Their findings reveals four main divisions; limited professional opportunities, acrimonious place of work , stress from work and ethical issues posing a risk to quality and safety of care and nurse retention.

Other study by Bryant (2017) reveals there is a widening gap between supply and demand of nurses at the national level in the united state. The goal was to broaden understanding and analyses Registered nurses retention by examining some of the issue at the regional level as well as encourage the use of consistent tools to be use to assess Registered nurses' satisfaction. The major framework used were the concept embodied in the recently developed Revised Cases-Fink Nurse retention Survey (RCFNRS) and the corresponding study by Buffington et al. Six categories were identify to attract nurses to stay or leave the profession including recognition, mentorship, stressors (salary and benefit), scheduling flexibility and professional nursing role (ibid). Within this category

are issues that have to do with management support and recognition of nurses' contribution to the growth of the institution, opportunities for learning, participation in decision making, etc. As such they restrict nurses from exercising their skills to maximum potential, thereby leave them with no option than quitting or change profession.

Inadequate nurse staffing is a global concern for almost all countries; especially for Sub Saharan African countries where there is a considerable exodus of nurses to the Western world as a result of the push and pull factors (Dolvo 2007). In the case of Finland, long working shifts and heavy workloads had been related to both errors and near errors in hospitals (Tervo-Heikkinen et al. 2008).

Bartzak. (2010) in his study, *“Professional Work Ethic: Strategies To Motivate Bedside Nurses to Deliver High-Quality Patient Care”* indicates there is no extensive study which effectively evaluates how bedside nursing care achieves and recognizes factors that add to nursing care excellence. However, there is reason to suggest that patient to nurse ratio is a determining factor to care excellence. On the other hand, the author holds the view that the nurses' satisfaction level with regards to dispensing care services has a direct correlation with care excellence as suggest by MacDonald et al. (2019). This has an intrinsic correlation between patient to nurse ratio and quality of services rendered, which is partly determined by the burnout rate of the nurse. Quoting from a good number of scholars, MacDonald and colleagues define burnout as *“an emotional state of exhaustion originating from interpersonal interactions, feelings of low personal achievement and uselessness of oneself”* (p. 35). From their empirical survey study, *“A Path Model of Workplace Solidarity, Satisfaction, Burnout, and Motivation”*, they established that *“job satisfaction mediates the relationships between solidarity-motivation and solidarity-burnout”* (p. 31). Therefore, without support garnered from past experiences, employees in their early careers are more vulnerable to burnouts.

Additionally, in their empirical study explaining the intention of young Finnish nurses to leave the profession, Flinkman et al.(2008), amongst others, established that personal burnout and dissatisfaction caused by work schedules and high quantitative work demands (incoherent with salary) were mostly responsible for their intentions to leave the profession. On a general basis, the research identified nurses between 21 and 40 years of age as most eager to leave the profession. Burnout/stress, work-related exhaustion and job strain arising from mainly inadequate staffing, leading to high patient-nurse ratios, and lack of support are reported to play a significant role in the decision of nurses to change careers. The overall consequence of this as established in the study is that there is too much responsibility and thus, insufficient time for patient care. This phenomenon definitely incites conscientious nurses versed with the ethics of the profession and consequently, persuades them to leave. Besides, dissatisfaction with salary compared to work load emerged as the most important reason for the intent to leave their career.

In addition, McFarland & Eipperle (2008) points out one significant factor that may affect nurses desire to leave the profession. It is characterise by assignments and workload, management attitude/style and the gap between academic learning and clinical performance. As a matter of fact, they present it as the combination of all the actions that take place with respect to situations in the work environment, leading to the way people express themselves, interpret things, and relate with one another.

## 4. Material and Methodology

This study uses a descriptive literature review approach that depends on qualitative and quantitative literature research studies to determine measures that can encourage nurses to stay in their profession.

### 4.1. Research Design

Steward (2004) defines a review as an academic exercise that “*attempt to arrive at some conclusions about a body of evidence through a process of synthesis and analysis*” (p. 495). However, he identifies that, the aim of a descriptive literature review is to fulfil a clear purpose. That is, to provide answers to a research questions through the synthesis of the body of proof, discourse and methodologies used in the studies reviewed. As a procedure in academic research, Webster & Watson (2002) describes the review of relevant existing literature as absolutely necessary for knowledge creation and development. Pautasso (2013) supports this argument with the claim that even though scientists mainly gain recognition through primary researches, “timely literature reviews” have a potential for new “synthetic insights” that attract a lot of attention in the academia (p. 1). Therefore, an effective review should be able to facilitate theory development, determine new areas for research, and narrow the gap between studies; in order to create a firm foundation for the advancement of knowledge (Webster & Watson 2002). However, there is great need for art and skill in the procedure that defines a review study. This is required to make sure that the world of evidence of a review study should make sense to the academic community and induce further inquiries on the subject (Steward 2004). For this reason, there is a need to define the particular type of literature review (descriptive) that underpins this study.

#### 4.2. Descriptive literature review

A descriptive literature review examines the methodology, findings, and interpretable pattern of existing studies in order to produce meaningful results (Gupta et al. 2019; Pautasso 2013; Yang & Tate 2012). Yang & Tate (2012) emphasize that the results of this type of review is obtained through some quantification process, including frequency analysis - the number of times that the subject under study occurs in the reviewed studies, the time of publication, the methodology of research used, and the outcome of the study. Besides, most outstanding in this literature review method is the nature of its application. It aims at searching, filtering, and classifying studies in order to obtain an outcome that is illustrative of the prevailing circumstances of the topic, subject or phenomenon under study (Gupta et al. 2019; Yang & Tate 2012). They maintain that in the process, the researcher conducts a comprehensive search in order to collect as many studies as possible that are relevant to the topic. Worthy of note is the fact that the researcher treats each selected study as a data record, identifies trends and patterns amongst the lot, and organises them in a structured account of evidence for the study. Given the plethora of existing studies on this subject, and considering the similarities in the nature and circumstances of the healthcare sector in the western world, the author found a descriptive literature review approach as most appropriate for the study. Even though the evidence of existing studies might be informed by different methodological and theoretical perspectives, the author still found it necessary to consider the findings of each of these studies as important towards establishing measures that could be used to motivate nurses to stay in the profession. In the section that follows, the author describes the procedure for conducting the descriptive review of this study.

#### 4.3. Scope of literature search

Searching for relevant articles is a fundamental stage in the process of a descriptive review study. It recognize other relevant studies, assesses their standard and sum up their outcome through a research procedure (Bettany-Saltikov & Fernandez 2010). A descriptive literature review study is one of such. The search process aims at literature that should be able to describe and contextualise the research question and its approach, enable a clear understanding of existing evidence, and identify how they match the essence of the current study (Steward 2004). Therefore, in seeking to answer the research question of this study, the author sourced existing data from the Metropolia University of Applied Science online databases from where their results were examined to enhance the perception of motivational measures to retain nurses in the profession.

Prior to data collection, a research question was formulated with the aid of the PICO concept (the population, the intervention, the comparative intervention and the measured outcomes) components. However, given that this review study is related more to the experiences of nurses, aims at identifying factors that can support them to stay in the profession, and more on the human resource management aspects of the chosen population. The author succeeded in separating the research question into parts according to PICO. The intention was to ease the process of figuring out the types of studies related to the research question of this study (see table I below)

Table I: Breakdown of the Research Question using the PICO components

P (Population)	I (Intervention)	C (Comparative Intervention)	O (Outcomes)
Practicing Nurses (PN) Registered Nurses (RNs)	Measures to enhance retention in the profession	Not applicable	Factors that induce nurses desire to remain in the profession

#### 4.4. Data collection methods

All articles reviewed for the study are published in the English language, in advanced peer-review journals. They are amongst those published between 2008 and 2019. They include those that have explored the experiences of practicing/registered nurses in Finland and elsewhere, those that have explored the experiences of nurses with international background and those that have dealt with the human resource management of nurses. Notwithstanding, for reasons relating to governance measures peculiar to Finland, the author also explored documents on the regulatory framework designed to monitor and regulate the behaviour and operation of the healthcare sector in Finland. This necessitates the importance to make mention of the three categories of nurses in the Finnish health sector. They include the Registered/practicing nurses, public healthcare nurses and midwives. However, the review study does not include public healthcare nurses and midwives.

#### 4.4. Inclusion and Exclusion criteria

Table II: Inclusion and exclusion criteria of the study

Inclusion criteria	Exclusion criteria
Practicing nurses within the working age bracket.	Public healthcare nurses and midwives.
Measures to enhance retention in the profession.	Papers that do not focus on enhancing retention in the profession.
Identification of factors that can support nurses in Finland and elsewhere to retain their profession.	Factors that push nurses to other careers.
Peer reviewed studies-qualitative and quantitative.	Papers that are non-research and non peer-reviewed.
Articles published 2008 – 2019	Articles prior to 2008
Only articles published in the English Language	Articles published in other Languages

The exclusion of public healthcare nurses and midwives is simply based on the assumption that they form special categories of nurses who have very little to do with general nursing practice, work mostly on their own and in specific situations with doctors and other health care professionals. Even though factors that push nurses to other careers can justify certain measures to help retain them in the profession, the author chose to focus on the general feelings and situations of nurses in the profession. This is because the essence of the study is to determine measures that can be put in place to retain them in the profession.

Selecting articles for the study was done through a comprehensive search using key words such as Registered/Practical nurse, retention, strategies, motivation, workplace, career from the Metropolia University of Applied science e-resources including EBSCO, CINAHL, ScienceDirect and Proquest from 2008 to 2019. The process begins with the author reviewing and identifying abstracts of articles related to the topic or relevant to answer the research question. With the

key words, a total of eleven articles met the inclusion criteria as in appendix 1. These articles were critically examined, and their findings were analyzed using both the qualitative deductive content and comparative models of analyses.

#### 4.5. Analysis methods

The author used the thematic analytical approach to identify, analyse and report patterns (themes) within the chosen publications (Braun & Clarke 2006). The author employed the deductive approach on the basis that an interpretive understanding of the effectiveness of the results under the chosen themes could only be attainable *by way of uncovering or deconstructing* their meanings (Thorne 2000, p. 68) with respect to context. On this basis, the findings of reviewed studies were read very closely, taking into consideration all aspects of the challenges that nurses face in the execution of their professional duties based on other reviewed studies. This was done to systematically reduce the complexity of the findings from selected publications, and transform them to a pattern that can enable suitable explanations relating to the context of the study (Glaser & Laudel 2019). This procedure is a reflection of the idea that, exploration of case study fact is based on the style of the researcher's conscientious thinking, backed by adequate demonstration of evidence and careful consideration of alternative explanations (Morris 2006). By this approach, the author was able to identify and extract relevant information concerning probable measures that can be put in place to enhance the desires of nurses to remain in the profession. Consequently, the descriptive patterns generated from existing studies enabled understanding of factors that would inform the nature of measures to be taken in order to encourage nurse and enhance their retention rate in the healthcare sector in general.

## 5. Results of the study

In this section, the author discusses the results of the study based on the findings of the selected articles illustrated in appendix 1. In addition, the author deemed it most appropriate to classify the results in two main categories; important and less important, those factors that would determine the motivation and retention of nurses in the profession. Worth noting is the fact that the attributes of these factors could be grouped and explained under fewer headings. For example, the attributes under workplace organisation and professional nursing practice could be grouped and explained under the factor heading of professional nursing practice environment. However, the author chose to expand them under more headings for the sake of better distinctive clarity. The strategies that emanate from these factors are explained based on practical research results and studies by experts in the field of nursing education.

Table III

<b>Important</b>	
<b>Factors</b>	<b>Characteristics</b>
Workplace organisation.	Appreciative, good, staffing and resource adequacy, supportive and participatory management, flexible work schedules, opportunities for development, peer interaction, etc.
Professional practice environment.	Safety, opportunities for development, recognition of Achievements, being heard (nurse participation in hospital affairs), team building, positive relationships with management, doctors and nurses
Nursing education and training.	Holistic care including education, individualised and quality of care, communication, self-help, complementary treatment etc.
Professional nursing practice.	Autonomy, ability to influence care, challenging work.
<b>Less Important</b>	
<b>Factor</b>	<b>Characteristics</b>
Work life/home life	Time off, shift work and child care.
External influences	Community support and acceptance for self and family, department of health support/vision and public expectations.
Work load	Work fewer extra hours, number of patients per nurse, Adequate staffs

### 5.1. Workplace organisation

A well organised workplace should take advantage and provide meaningful solutions given that its primary essence is generally to increase satisfaction levels of all parties involved within the entire organisational setup. With respect to nursing practice, Pillay (2009) has determined that nurses seek for opportunities to optimise the essence of their practice with respect to professional demands and other expectation. As such, organisation of the workplace is a strong indicator for retaining them in their current profession.

Nowrouzia et al. (2016) corroborated this assertion by revealing that staff development is most valued among nurses between 46 and 56 years of age. In addition, they suggest that nurses with longer work experience (14 – 22.5 years) who work an extra of 1 or 0 hour of overtime a week are expected to stay in the profession than their counterpart who do not.

Pillay (2009) found out that, to boost nurses desire to stay longer in the profession, there is need for the workplace organisational setup to encourage free communication and participation in decision making as opposed to seemingly top-down autocratic cultures. For instance, regular and open communication is a tool that would enable appropriate leadership, and promote a supportive work context in accordance with the needs of professional nurses. In accordance with this assertion, Twigg & McCullough (2014) found out that change and team growth in a nurses' workplace is achievable when leaders are reachable and responsive to their staff. Through this measure, communication builds trust and respect between leaders and team members, which eventually translate into concerns for staff need with a positive outcome on organizational commitment. With respect to nurses' participation in decision making, there is an increase in job satisfaction rate when their contributions to the organisation are valued (ibid). This depends on the level of their empowerment, which is a function of how involved and supported they are, the access they have to different opportunities, resources and power within their organisation. The more their con-

cerns and contributions are considered towards organizational change processes, the longer they would like to stay in their workplace or profession.

Twigg & McCullough (2014) further assert that organisational support for nurses in practice is an important requirement of workplace organisation. They advise that, this kind of support is achievable if the role of nurses is adequately defined in an organisation. The support is more productive if rendered in conjunction with providing them with educational opportunities in areas such as critical thinking and evidence-based practice. However, this would be incomplete if attributes that lead to professional development are not complemented with the right number of required staff per work shift who possess the right skills, including other resources that would minimise job demands in order to improve quality care and job satisfaction for nurses, factors which all constitute vital components of a retentive strategy. More specifically, they suggest from the evidence of their study that a basic framework for autonomous practice is built when healthcare organisations factor-in evidence of nursing research studies and evidence-based practice into all their nursing and decision making actions.

Corroborating this fact is the result from the study of Henderson et al. (2013), which ascertains that good organisation of nursing work is one that enables nurses to engage holistically (across a broad range of activities) with patients, in order to support their overall wellbeing. They deplore the fact instead of focusing on achieving officially compulsory results, contemporary nursing practice framework has been characterised by focusing on getting the job done, which concentrates mainly on the outcome, so that the work appears to be complete and portray an organised environment. They advice to not only focus on visible tasks, but on other aspects of the health care endeavour that account for the general wellbeing of patients is one that supports nurses' understanding of patients as individuals and, definitely, increases their job satisfaction levels, which in turn, reduces turnover rate. This relates to the fact that nurses get more motivated when involved in tasks requiring a combination of different skills and talents for a variety of different activities, especially when their involvement offers

them greater variety in both the patients they met and the procedures they work with.

In addition, contemporary nursing management place overwhelming burdens of service requirements on nurses (Henderson et al. 2013). The pressure trickles down to nurses from unit managers who are tasked with the responsibility to encourage efficiency and maintain high quality service. Unfortunately, this approach to management often facilitates the neglect of workplace needs of nurses, a phenomenon that eventually becomes a pervasive legitimate device, which exacerbates negative nursing influence. Henderson et al (2013) advise that in as much as targets are important, there is a higher need to instil in nurses a sense of purpose and worth given that it is their services and actions that account for targets. They will more likely engage in work, provide optimum services and care, and retain longer in the workplace/profession if treated with utmost consideration. Therefore, in order to encourage and motivate nurses to retain longer in the profession/workplace, managers are advised to develop constructive relationships that should improve the work organisation and environment, and ultimately, increase staff satisfaction (ibid).

## 5.2. Professional practice environment

With regards to this heading and the challenges of nurses revealed so far, it is clear that factors like management abilities and leadership, learning and career opportunities, doctor/nurse relationship, nursing foundation for quality care and nurses involvement in the affairs of the hospital are fundamental in determining the level of turnover of nurses in their workplaces and profession. Consequently, adequate measures must be taken to ensure that the characteristics of each of these factors are properly managed in order to enable a sustainable and enabling practice environment for nurses. This is to assert that these factors are also strong determinants of the level of job satisfaction, organizational commitment and level of engagement of nurses in their profession and organisations. Consequently, one major strategy to retain nurses is to invest adequately toward improving nursing work environment.

According to Adzei & Atinga (2012) on the importance of financial and non-financial incentives as motivating strategy of health workers in a district hospital in Ghana, nurses pursue career and development prospects, including retraining as potential motivation steps. Besides, Twigg & McCullough (2014) emphasise the need for health employers to obligate themselves with the responsibility to develop mechanisms that would enhance the practice environment of nurses in order to accommodate their needs and values, so as to enhance retention levels.

The one way of achieving this goal is to support nurses to have access to available resources and power within the institution. In addition, involving nurses in decision making procedures, and opening up avenues for positive relationship between management and nurses on the one hand, and between all categories of workers at the organisation. For instance, they determined that inadequate representation or consideration of the input of nurses in policy decisions is a fundamental blunder in the process of instituting desirable changes. Moreover, that adequate discussion with nurses regarding changes to the health care system, in addition with proper communication regarding such changes are a better way to engineer high retention and reduced turnover rate of nurses. This procedure eliminates the element of surprise and powerlessness that would hit nurses if major changes were simply announced to them. It gives them the sense of responsibility, engagement and commitment to the job with regard to the changes that they participated to put in place.

Due to challenges that come with technological advancements and changing medical procedures, there is a need and desire by nurses to effectively engage in continuing nursing education. The most important variables to complement the desires of nurses are adequate time and financial resources. These variables facilitate learning and other educational activities, including conference attendances, for the sake of new knowledge and skill acquisition for their professional development (Adzei & Atinga 2012). There is therefore the need for an

active policy to facilitate the combination of working and studying. In the event where they lack the time and resources to afford for refresher courses in order to update their knowledge and skills, they will most likely become less productive, less motivated and willing to leave the profession. Besides, when nurses connect and reconnect in meetings/conferences with colleagues and professionals from other places who have an idea of what they do, express their love for it and above all interested in what they do, they get energised and motivated by the knowledge and experiences that they share. Consequently, they would want to remain in the profession for as long as they feel comfortable and confident with the services that they render to their patients (Hildebrandt 2012).

Additionally, the findings of Van den Heede et al. (2013) on the importance of nurse practice environment, nurse staffing and nurse education vis-à-vis their intention to leave the hospital, corroborate the findings of Adzei & Atinga (2012) relating to the impact that continuous learning may have on the nurse's decision on whether to stay or leave. Their findings suggest that health centres characterized by a flat organisation structure with a collaborative management style, organized education programs and professional opportunities for nurses will create better opportunities that would enhance the desire of nurses to retain their profession or current workplaces. A participatory management style allows for cooperation and collaboration between top management and nurses. It is of strategic importance for top management to make frequent rounds in nursing units, talk and listen to them, take note of their questions and concerns, and provide immediate responses where necessary. This interactive leadership approach translates to structural empowerment of nurses as they get more involved in hospital affairs. This approach is characterised by mixed meetings between top management and nursing staff (with nurses being represented in committees and/or working groups) wherein concerns are shared, solutions sought and concerned parties are quick to get updates on what is happening within the hospital.

### 5.3. Nursing education and training

According to nursing care and education research, culturally competent nursing education is the key to holistic care, and includes the right education, individualised and quality care, communication, self-help, complementary treatment etc., which constitute another key element of nursing job satisfaction and rate of turnover in the profession (Morton-Miller 2013; Gebru & Willman 2010). Consequently, strategies used in the classroom and the clinical setting are the basis of the desired outcome of job satisfaction and turnover rate in increasingly diverse communities. These include the capacity of nurses to base nursing actions on knowledge of the patient, and be able to adopt different strategies for approaching patients, their spouses, parents or other family members.

For instance, this has to do with the ability to effectively communicate with the patient and/or their spouses, and other family members, and how to make their hospital stay as comfortable and memorable as possible. The effectiveness of these actions would normally emanate from an inviting attitude with attributes such as empathy, understanding circumstances and being able to apply alternative explanations (Gebru & Willman 2010). These enable an understanding relationship between nurses and patients, given that individuals could have different perspectives from nurses. The outcome is an increase in the possibility of finding other potential solutions for getting satisfactory results. In other words, the ability of the nurse to enhance relationship with patients determines their job satisfaction level, as well as the intention to retain in the profession. In the event where they lack the knowledge and ability to inculcate an inviting attitude, they eventually become frustrated without solutions to enhance their relationship with patients. The outcome is therefore bound to be unpleasant for both parties. There is therefore need for a knowledge driven attitude to nursing actions based on the knowledge of the patient. For example, this could depend on the relationship/experiences of the patient with the medical service in their country of origin, compared to where they are being attended.

From this point of view of education program, Morton-Miller (2013) stresses the need to assess the demographic profile of nursing students in a diverse community so as to determine the right curriculum to target the learning needs of

the students. In this regard, Morton-Miller (2013) suggests though it may appear challenging, cultural and educational background as well as age, ethnicity, gender and sexual orientation should be considered in this action. For instance, if large number of students forms a cohort from a specific cultural background, therefore valuable information about their culture will add value in understanding the backgrounds of the students and therefore, facilitate a decision on the right curriculum in terms of evidence-based teaching and learning methods for the particular cohort. The essence is to enable the students to adapt to or adopt new perspectives that are relative to their intended practice environment or clinical setting. Without the required skills, the rate of turnover will continue to rise.

In addition to the requirement of developing nursing education curriculum with respect to cultural identity of student cohorts, it is equally important to assist faculty members to be aware of the concept of diversity. It includes the use of experts to facilitate the realisation of the goal of enhancing cultural competence as a tool to reduce the turnover rate of nurses in the profession. As a pragmatic solution to enhance the outcome of this action, Morton-Miller (2013) suggests the involvement of students and faculty members from different cultures from both nursing and other academic disciplines. Their perspectives can be sought as a measure to enhance and broaden the understanding of nursing education faculty members. Furthermore, these perspectives will need to be translated into a measure of stabilizing cultural sensitivity with the actual details involved in the range of theoretical knowledge and learning skill that are required for nurses of the particular community. Similarly, in a study to advance the theoretical proposition of cultural competence development in nursing from a constructive perspective, Garneau and Pepin (2015) recommend clinical immersion in a culturally diverse context as the start point for developing cultural competence. It involves doing training in a culturally diverse environment over a more homogeneous setting in order to foster a more rapid learning pace.

#### 5.4. Professional nursing practice

Up to date nursing practice is one that meets, at least, the minimum standards of professional practice requirement, and largely dependent on effective organisational learning. Professional nursing practice models that are meaningful and effective do not only form the foundation of quality care, but enhances the job satisfaction and retention level of nurses in the profession (Twigg & McCullough 2014). In a study aimed at addressing procedural employment practices and poor team relationships, Henderson et al. (2013) found out that effective organisational learning is key element of many best nursing practice frameworks that encourage high quality patient care, nursing excellence and innovations in professional nursing practice in the USA. Particularly, they highlight the importance of the Magnet Recognition Program, which recognises and promotes evidence in practice. They advise that nursing practice frameworks should have, and exhibit a culture of democracy and innovation, with emphasis on transformational leadership and support for staff to enable them explore good practice capable of initiating change. Among other advantages, this procedure is one that gives nurses the opportunity to exercise their desired professional freedom and autonomy toward job satisfaction, a major determinant of their retention level in the profession.

Autonomy is said to an important element of effective professional practice within the nursing profession. It is a vital element of nurses' job satisfaction that is linked to patient safety. It enables the professional development of nurses and creates for them opportunities to practice holistically within the value system of their profession (Pillay 2009). In explicit terms, and in accordance with other researchers, Twigg & McCullough (2014) define it (autonomy) in between as follows:

“. . . the freedom to act on what you know in the best interests of the patient . . . to make independent clinical decisions in the nursing sphere of practice and interdependent decisions in those spheres where nursing overlaps with other disciplines. . . It often exceeds

standard practice, is facilitated through evidence-based practice, includes being held accountable in a constructive, positive manner and nurse manager support.” (p. 89, 2014).

Therefore, in order to enhance professional nursing practice and increase retention level of nurses in the profession, they suggest that nurse autonomy should be encouraged through a variety of ways. For instance, they advice management to support frequent staff demonstration at conferences, promote workshops on clinical autonomy, encourage integrative evidence-based practice teams, provide critical thinking courses and discuss meaning of autonomous practice at the unit level. Besides, they suggest that nursing rounds be encouraged as they may provide a forum for sharing knowledge and building collegial relationships. More importantly, such rounds could facilitate evidence into practice, improve autonomy and decision making, thus enhance patient care and nurses’ work satisfaction; and consequently, increase retention level of nurses on the job.

In addition, nursing practices and the structures defining them are generally the basis on which conception of care is built within the usual practice framework. However, within the practice framework are structural constraints that the nurses will have to deal with. There is for instance varying differences between nurses and patients that dictate the need for nurses to consider them in the course of the exercise of their duties while providing care to the patients. Garneau and Pepin (2015) particularly, suggest the need to factor-in the idea of cultural awareness in current nursing practice frameworks. They insist of the essence for nurses to be able to find common ground with patients and, ultimately, take into consideration these differences in the relationship they build with them. This constitutes the act of establishing relationship of trust, which is built upon the premise of genuine communication. This aspect of nursing practice facilitates provision of care, which in turns enhances the job satisfaction level of care givers/nurses.

This dimension of cultural competence is achievable within the framework of an in-depth understanding of the patient's environment and socio-political dimension of care, including the organisational practices and policies in the practice environment (ibid). It warrants that nurses are able to redefine their conception of care and expand the boundaries of their nursing practice to address certain structural constraints based on the understanding that their current practices and structures defining them are as a mere result of dominant perspective. This approach gives room for the provision of context-sensitive care. Therefore, within this framework, Garneau and Pepin (2015) have determined that sufficient time is vital resource at the disposal of nurses for the provision of good-quality care to patients. Enough time will allow nurses the opportunity to do in-depth evaluation (of the patients) that is crucial for informed clinical judgement and sufficient intervention. For instance, it is very time consuming (requiring patience) having to explore the needs of a patient in another language. Consequently, nurses will get frustrated in settings where work schedules, priorities of organisational processes makes it difficult for them to have required time with patients.

## **6. Discussion and Conclusion**

The objective of the study is to research factors that will induce nurses to stay in the profession for as long as possible. However, most of the findings revolve around their general feelings attached to their profession. This in essence determines that practical measures should be emphasized with moral responsibilities from the management as cited by Twigg & McCullough (2014). They highlighted that team building among nurses is achievable when leaders are reachable and responsive to their staff. With this attribute, it will go a long way to build trust and respect between leaders and team members which may subsequently translate into concerns for staff needs with a positive outcome on organizational dedication, growth and development.

In addition, when the services of nurses at the workplace are valued, they are satisfied and turn to stay positive at work. The more their concerns and efforts are considered towards organisational change processes, the longer they would likely stay in their workplace or profession. As Henderson et al (2013) advised, there is a higher need to instil a sense of purpose and worth in nurses given that it is their services and actions that account for targets. For example, they determined that adequate performance and active contributions of nurses in policy and decision should be fundamental as this will enable desirable changes. Also, capacity building for nurses increases knowledge of patients, and the ability to adopt different strategies to approaching patients and their family.

Endorsement and frequent staff presentation at conferences, promote workshops on clinical autonomy, encourage interdisciplinary evidence-based practice teams, provide critical thinking courses and discuss meaning of autonomous practice at the unit level. A well coordinated workplace should promote and provide meaningful solutions to some of these problems given that its primary substance generally is to increase satisfaction levels of the workforce within the entire organisational machinery.

Accordingly, nurses will be successful in contexts where work agendas and priorities of organisational procedures gives them enough time with patients and career development.

### 6.1. Trustworthiness

The research topic was internally approved by a competent assigned representative from Metropolia University of applied sciences who ensures the study measures that is intended. In addressing trustworthiness Shenton Andrew (2004) present credibility as an equivalent concept that deals with the question of how congruent is the findings with reality. A well established methodology was chosen and specific procedures such as formulation of research question using the PICO component. All articles reviewed reflect the experiences of registered/practical nurses in Finland and abroad with diverse background. A practical pattern of descriptive knowledge was produced from existing studies enabling understanding and proposed measures to be taken to encourage nurses and increase their retention rate in the healthcare sector.

### 6.2. Ethical Considerations

#### 6.2.1. Personal data consideration

Research with human participants often requires the processing of the participants' personal data (TENK 2019). In this light, given that this study is literature based, the researcher considered and consulted only studies that were published through a system endowed with adequate ethical review measures. This explains why all the articles reviewed were sourced from recommended electronic database, indicating that the personal data involved were processed following required ethical standards. This means that the personal data involved in this study were processed in line with the European Union's General Data Protection Regulation (2016/679) (GDPR).

In addition, though the author did not directly engage participants, he considered the principles of trust, informed consent and confidentiality in the literature chosen for this study. For instance, all reviewed literature on issues concerning the motivation of nurses was carefully sourced with the consideration of these principles. Additionally, reviewed literature was intentionally retrieved from Finnish data sources that have demonstrated high respect for integrity and good conduct of research. This indicates that the findings of this thesis are informed by studies whose results were, in turn, informed by data collected within the framework of well defined research conducts. This refers to voluntary involvement of participants with rights to withdraw without unnecessary due process, including rights of information to content of the research regarding issues such as its purpose, and the processing and preservation of the research data (ibid)

### 6.3. Limitations and recommendations for future research

Despite the bulk of available materials relating to the core of the study, there is a huge gap in the study related to male nurses. Male nurses have not been studied sufficiently because few men are in the profession. Most of the samples have been convenience samples, restricting general findings, thus analyses by gender has been limited.

In addition, there is a need for longitudinal studies that examine the changes that take place in the lives and needs of nurses throughout their career. Reports of such studies in different country and culture would be of help to notify global policies in nursing recruitment and retention. Longitudinal studies may respond to questions not able to be resolved by cross-sectional designs.

#### 6.4. Conclusion

The organisation of the workplace is a strong indicator for retaining nurses in their current position. One way of achieving this is to support nurses to have access to available resources and power within the institution. Also, the ability of the nurse to enhance relationship with patients determines their job satisfaction level, as well as the intention to remain in the profession. Therefore, in order to encourage and motivate nurses to remain in their profession/workplace, managers are advised to develop constructive relationships that should improve the work organisation and environment, and ultimately, increase staff satisfaction.

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## Appendixes

### Appendix 1: Summary of Selected Articles

Databases	Author	Study	Study purpose	Methods	year	Relevant findings
PROQUEST	Adzei, F.A. & Atinga, R.A.	Motivation and retention of health workers in Ghana's district hospitals	It seek to undertake a systematic review to consolidate existing empirical evidence on the impact of financial and non financial incentives on motivation and retention of health workers in Ghana's district hospitals.	Quantitative design with a sample of 285 health workers from ten district hospitals in four regions of Ghana	2012	Financial incentives significantly influence motivation and intention to remain in the district hospital. However, other factors includes leadership skill and supervision, opportunities for carrier development and availability of infrastructure and resources
	Pillay, R.	Retention strategies for professional nurses in South Africa	The study aims to determine what the future work plans of professional nurses in South Africa are and to determine appropriate, contextually relevant strategies to retain nurses in the most needed sector.	Cross sectional survey of professional nurses	2009	The most important result is related to employment, e.g. full-time, permanent position with adequate salary and benefits, Others includes workplace organization, whether nurses are being appreciated, supportive and participatory management through opportunities for development and peer interaction. Working environment such as work safety, resources, relationships with management, doctors and colleagues .

<p>Adzei, F.A. &amp; Atinga, R.A</p>	<p>Motivation and retention of health workers in Ghana's district hospitals</p>	<p>To consolidate existing empirical evidence on the impact of financial and non-financial incentives on motivation and retention of health workers in Ghana's district hospitals.</p>	<p>The study employed a purely quantitative design with a sample of 285 health workers from ten district hospitals in four regions of Ghana. A stepwise regression model was used in the analysis</p>	<p>2012</p>	<p>The study found that financial incentives significantly influence motivation and intention to remain in the district hospital. Further, of the four factor model of the non-financial incentives, only three (leadership skill and supervision, opportunities for continuing professional development and availability of infrastructure and resources) were predictors of motivation and retention</p>
<p>Van den Heede et al</p>	<p>Effective strategies for nurse retention to acute hospital: A mix method study</p>	<p>To examine the impact of nursing practice environment, nurse staffing and nurse education on nurse reported intention to leave the hospital, To provide understanding of which best practice in the organization of nursing care are being implemented to provide sound practice environments and to retain nurses.</p>	<p>Mix Method study</p>	<p>2013</p>	<p><b>Intention to leave</b>  Patient to nurse staffing  Nurse work environment   <b>Retention strategies</b>  Participative management style  Structured education program  Carrier opportunities for nurse.</p>
<p>Garneau B A. &amp; Pepin, J.</p>	<p>A constructivist theoretical proposition of cultural competence development in nursing</p>	<p>To bring the different realities together with the aim to provide effective care in a culturally diverse context.</p>	<p>A semi structured interview was conducted each of the participant</p>	<p>2015</p>	<p>The outcome reveals that interactions between nurses and their environment both contribute significantly to cultural competence development. In addition cultural competence could be used not only to guide initial and continuing nursing education, but also to help redifined quality of care in a culturally diverse context.</p>

<p>SCIENCEDIRECT</p>	<p>Morton-Miller, A.R</p>	<p>Cultural competence in nursing education: practicing what we preach</p>	<p>To offer a beginning approach that nursing programs and individual faculty members can employ in their journey to become culturally competent educators.</p>	<p>Interview process sample included 11 student volunteers who were currently enrolled in or had recently graduated from the nursing program , had immigrated to the United state</p>	<p>2013</p>	<p>Results were grouped under individual and institutional commitment</p> <p><b>On the institutional level, resources should be made available to assist diverse students to gain the necessary skills to be successful in competitive admission selections, hiring practices.</b></p> <p><b>Assessing the demographic profile (age, ethnicity, gender, sexual orientation, cultural and educational background.</b></p>
	<p>Twigg D &amp; McCullough K ,</p>	<p>Nurse retention: A review of strategies to create and enhance positive practice environments in clinical settings</p>	<p>To critically reviews strategies identified in selected literature that support retention of nurses by the creation and enhancement of positive practice environment in the clinical setting</p>	<p>Literature review study</p>	<p>2014</p>	<p>The results indicates that creating positive practice environment may enable nurses to stay at work. Few articles Thirty-nine papers reported strategies for creating a positive practice environment. Only two articles reported on a pre-test post-test evaluation of the proposed strategy. Strategies included: empowering work environment, shared governance structure, autonomy, professional development, leadership support, adequate numbers and skill mix and collegial relationships within the healthcare team</p>

	<p>Gebru, K., &amp; Willman, A.,</p>	<p>Education to promote culturally competent nursing care – A content analysis of student responses</p>	<p>To describe and analyse the outcome of a three year study program from a student perspective for the purpose of promoting culturally congruent nursing care</p>	<p>Student were asked to complete questionnaires that included cases with open-ended questions at the beginning and end of 3 year program.</p>	<p>2010</p>	<p>The result found were grouped in four categories,</p> <ul style="list-style-type: none"> <li>- An inviting attitude an inviting attitude linked to the fact that student found different strategies for approaching the patient and his or her relatives</li> <li>- A non-inviting attitude Which implied that students became frustrated with the situation and had more difficulty finding solutions that would enhance the relationship</li> <li>- A knowledge driven attitude linked to how students found it important to base nursing actions on knowledge of the patient</li> <li>- A non-knowledge-driven attitude meant that the students' responses indicated that they did not consider knowledge to be the foundation of their nursing actions</li> </ul>
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EBSCO	Hildebrandt, L.	Providing Grief Resolution as an Oncology Nurse Retention Strategy: A Literature Review	Literature review study	To encourage oncology nurses to participate in grief resolution by identifying literature supported coping strategies for nurses to adopt.	2012	<p>Seven selected articles for this study suggested creating a mutually supportive work environment is one way to optimize care to patients.</p> <p>Practicing varieties of grief resolution strategies will improved job satisfaction, hence reduce the risk and incidence of burnout.</p> <p>Eleven articles identified subject relating to debriefing with colleagues. This pertains to the fact that increased staff retention is possible if nurses are given the opportunity to psychological wellness, through a peer supported routine by sharing their experiences with colleagues as they may relate to similar experience.</p> <p>Nine articles indicates subjects matter regarding more education such as strategies on how to enhance nurse to cope and how to best care for patients at end of life .</p> <p>Lastly, four articles emphasise pertained to altering patient-care assignments. It tells that experience of grief may be worsened by nurses' repeated exposure to death. That is, if particular nurses have shared a special relationship with dying patients. In such a case, limiting the number of deaths oncology nurses are exposed to by altering patient assignments, so that nurses do not provide End of Life care to multiple patients simultaneously is an option.</p>
	Henderson, A., Schoonbee k, S. and Auditore, A	Processes to engage and motivate staff.	Interview	The objective is to offer a beginning approach that nursing program and individual faculty members can employ in their journey to become culturally competent educators.	2013	<p>Through the use of transformational leadership techniques that focus to address procedural employment practices and poor team relationships</p> <p>Through the support from nurse educators in the nursing practice development unit Staff engagement in activities that will improved their work relationships as well as professional and clinical development</p>
CINAHL	Nowrouzi, B. et al	An examination of retention factors among registered nurses in Northern Ontario, Canada: Nurses intent to stay in their current position.	To examine factors related to the retention of registered nurses in North-eastern Ontario, Canada	Cross sectional survey	2016	<p>A total of 29.8% response rate were completed; 46 to 56 (95%) age group responded positive on the importance of staff development</p> <p>Northeastern Ontario lifestyle</p> <p>Working 0 to 1 hour of overtime per week were significant factors in staying in their current position for the next 5 years</p>

