

Example A

Problem Statement

Staff morale or workplace culture is a workforce phenomenon that certainly, on occasion, challenges every organisation (Day, Minichello & Madison, 2006). Morale is a formidable indication of organisational well-being and efficiency (Brode, 2012). The consideration of morale is imperative as it can have substantial and widespread impacts and consequences for an organisation (Day et al., 2006). So often, organisational culture can be deep-seated and challenging to shift. (Brunges & Foley-Brinza, 2014). Attaining, supporting, and maintaining workforce culture is one of the many tests associated with leadership (Brode, 2012).

Research Question

What factors of leadership do nurses perceive as influential on staff morale? The PICO format, in this instance, is employed to drive the formation of the question and examine the population's subjective perception of the phenomenon of significance within an environment (Munn et al., 2018).

Population - nurses

Phenomenon of Interest - factors of leadership

Context - influential on staff morale

Search Strategy

The Academic Search Planner, CINAHL, MedLine, ProQuest, and Scopus electronic data bases accessible via the [redacted] University Library were used to conduct systematic searches for literature. These databases were chosen as they are appropriate to nursing and allied health and are readily accessible and simple to navigate. The following key search terms were selected and combined with Boolean operators: (leadership and management styles in nursing) AND (staff perceptions or attitudes or opinion or experience or view or reflection or beliefs). Academic Search Planner, CINAHL and MedLine all had the same key search strategies. ProQuest and Scopus required extensive delimiters and different key search strings due to their different operational structure. Secondary and grey sources of literature were excluded from this review.

The search strategy, including the databases, key search terms and the number of articles found using this method, is shown in Table 1. The search was undertaken during March 2019; it was limited to articles published between 2006-2019 for currency, accuracy and evidence-based research. The following inclusion criteria were applied during article selection:

- The aim/s
- Publication date
- Staff Nurses were the participants in a hospital setting
- Discussion of Leadership and Management perceptions and/or expectations
- Scholarly (peer reviewed) journals and English

These criteria were employed to ensure that the research question is answered appropriately without returning too many articles and duplications.

This literature search method yielded 56 articles. Once the duplicate (n=1 article) was removed, the abstract of 55 articles were screened for inclusion in this review. Most of the rejected articles (n=39)

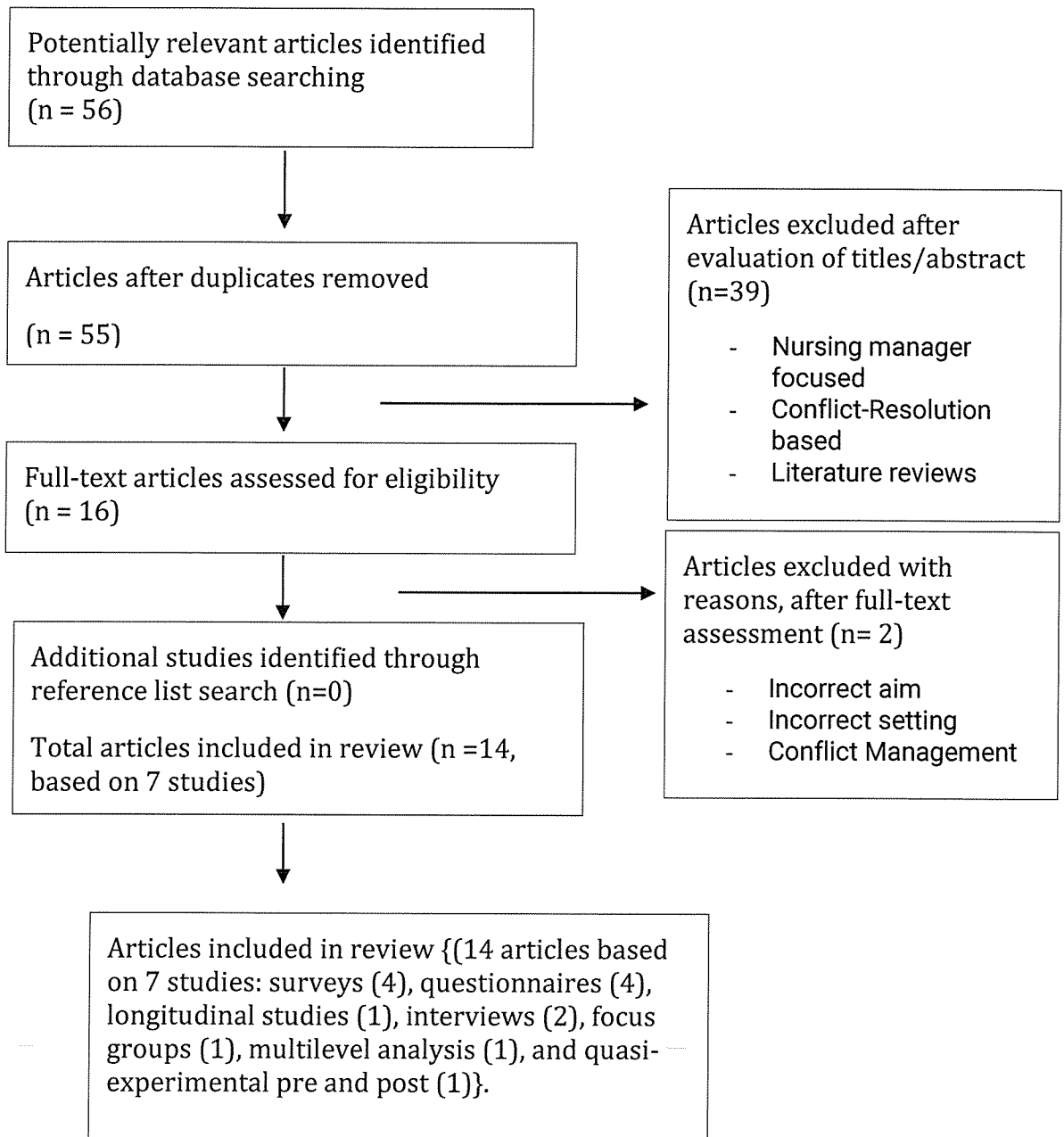
were either focused on the nursing manager or conflict-resolution based or literature reviews. Elements of these articles were also not current and were not concentrated on nursing. These articles were excluded. The remaining 16 full-text articles were screened for inclusion in this review. A further 2 articles were excluded for the following reasons:

- The work environment/resources, quality of care and job satisfaction were addressed, and no leadership factors were discussed. (Chevalier, Lejeune, Fouquereau, Coillot, Gillet, Gandemer, Michon,. & Colombat, 2017)
- Johansen and Cadmus (2016) discussed conflict management as opposed to factors of leadership.
- Both Chevalier et al. (2017) and Johansen and Cadmus (2016) targeted very specific specialties, emergency and paediatric oncology, within nursing, which could potentially influence the research outcomes, as different specialties can have specific requirements.
- Chevalier et al. (2017) seemed contradictory in the discussion section of the paper, therefore demonstrating that the study methodology was not overly robust.

Table 1. Databases and search terms used to identify literature for review

<i>Database</i>	<i>Search terms</i>	<i>No. articles</i>
Academic Search Planner	leadership and management styles in nursing	6
AND	staff perceptions or attitudes or opinion or experience or view or reflection or beliefs	
Limiters:	English; 2010-2019; Scholarly (peer reviewed) journals	
CINAHL	leadership and management styles	4
AND	staff perceptions or attitudes or opinion or experience or view or reflection or beliefs	
OR		
Limiters:	2010-2019; English; Scholarly (peer reviewed) journals; Subject Headings: job satisfaction, nurses, staff nurses, organisational culture, nurse attitudes	
MedLine	leadership and management styles in nursing	3
AND	staff perceptions or attitudes or opinion or experience or view or reflection or beliefs	
Limiters:	2010-2019; English; Academic Journals	
ProQuest	what factors of leadership do nurses perceive as influential on staff morale	12
Limiters:	2010-2019; Scholarly (peer reviewed articles) journals; Excluded Subject Headings: colleges & universities, human resource management, physicians, teaching, corporate culture, medicine, business schools, diplomatic and consular services, education, medical personnel, schools, students, teachers; Subject Headings: leadership, nurses, managers, organisational culture	
Scopus	staff AND morale	31
AND	leadership AND management AND styles	
AND	Staff AND perceptions	
Limiters:	2010-2019, English, articles; nursing; excluded subject headings: Medicine, Business, Management & Accounting	
Total records identified after database searching		56
Total records after duplicates removed		55

Figure 1. Modified PRISMA flow Diagram of article screening and selection



Reference List

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- Chevalier, S., Lejeune, J., Fouquereau, E., Coillot, H., Gillet, N., Gandemer, V., Michon, J. & Colombat, P. (2017). Organizational and Managerial Resources and Quality of Care in French Pediatric Oncology Nursing. *Journal of Pediatric Oncology Nursing*, 34 (6), 406-413.
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- Johansen, M. L. and Cadmus E. (2016). Conflict management style, supportive work environments and the experience of work stress in emergency nurses. *Journal of Nursing Management*, 24 (2), 211-218.