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Literature Review

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**Literature Review**

Many healthcare organizations experience high rates of nursing turnover. In today’s healthcare market, about 30% of all nurses leave the profession with less than one year of experience (Bong, 2019). This paper will present a review of the research article from the PICOT statement and the literature evolution table for the nursing turnover project. This paper will compare research questions, sample population and the limitations of the study. The PICOT statement is to reduce nurse turnover, does nursing turnover and burnout affect the quality care of patients, how to make changes within organization to reduce stress level for nurses as a result it will prevent nurse turnover and improve quality care?

**Comparison of Research Questions**

Reducing the nursing turnover rate and improving overall quality care is a common theme among most of the articles. These articles focus on why nurses leave their positions and what an organization can do to retain nurses. This review will involve a few studies, which are to understand nursing turnover and the impact on nurses and patient care. There are multiple articles in this review, which helps us understand and create better environment for healthcare organization. Özgür and Tektaş (2018) discuss the relationship between nurses' organizational trust and burnout level and study found significant relationship between the nurses' organizational trust level and burnout level. Whereas Perry, Richter, and Beauvais (2018) explore the link between nursing attitudes and both patient and clinical outcomes.

Cheng, Bartram, Karimi, and Leggat (2016) research the role of transformational leadership (TL) in developing social identity and it does affect team climate, nurses are intention to leave, they fell more burnout and it impact the quality of patient care provided by nurses. Kutney et al. (2016) examined the differences in nurse engagement in shared governance across hospitals and determine the relationship between nurse engagement and patient and nurse outcomes.

Bong (2019) researched the turnover rate of new graduate pediatric nurses. As new nurses join the work force, it is important that they understand the care they provide and time management. Lack of skill in these two areas may increase burnout. The main goal is to prevent burnout by making changes in organization and mandatory courses to help kick-start a new nurse’s career without harming patient care delivery and overworking.

A couple of the articles identify nursing perceptions of management and the rate of nursing staff turnover in their operational units (Mizuno Tironi, de Carvalho Silva, Gomes Dellaroza, Lourenço Haddad, & Oliveira Vannuchi, 2014). Another article describes workplace violence, job satisfaction and turnover of emergency nurses and clarify the relationship between them (Li, Zhang, Xiao, Chen, & Lu, 2019). These two studies focus mainly on the nurse’s view with the conduction of voluntary interviews and gathering of opinions regarding the creation of safe environments to help prevent problems for new and existing nurses.

Kutney-Lee et al. (2015) compared changes over time in surgical patient outcomes, nurse-reported quality, and nurse outcomes in a sample of Magnet versus non-Magnet hospitals. This study identifies the differences between advanced practice nurses and nurses who are still at basic skill levels. In addition, this study determines what is so different about them, the necessary steps or levels and how the hospitals achieved Magnet recognition (Kutney-Lee et al., 2015). This study provides motivational factors for nurses who want to work within a magnet recognition.

**Comparison of Sample Populations**

Sample populations can have a great impact on each individual study because it is the sole reason study is been conducted to find the cause of nurse turnover. Bong (2019) studied newly graduated nurses and analyzed 34 articles for her study. Özgür and Tektaş (2018) studied 155 nurses participate and completed the Maslach burnout inventory and organizational trust inventory. Perry, Richter, and Beauvais (2018) collected beliefs of nursing satisfaction and turnover on patient attitudes and outcomes from 2,596 nurses in 110 Army treatment facilities (hospitals and clinics) across 35 health care systems. Li, Zhang, Xiao, Chen, & Lu (2019) collected data from 385 nurses working in emergency departments in 13 general hospitals. Kutney-Lee et al. (2015) used 136 Pennsylvania hospitals and Kutney-Lee et al. (2016) surveyed registered nurses from four states. Inclusion of each of these articles ensures numerous populations has been included and considered during this literature review.

**Comparison of the Limitations**

Most of the articles have limitations regarding the size of their sample populations. One of the articles has a small sample size because the nurses could not complete the research instruments due to heavy workloads, limited staff, and shift work (Özgür, & Tektaş, 2018). Perry, Richter, and Beauvais (2018) had a limited number of predictors that could be considered in one model, especially at the facility and system levels.

Cheng, Bartram, Karimi, and Leggat, (2016) had limitations of their study due to ego defense tendencies. The use of a self-report questionnaire can be subjected to artifacts such as social desirability and response distortion. A fourth study utilized a self-administered questionnaire to collect data on workplace violence among nurses working in an emergency department in the previous year. Some nurses may not remember incidences due to the long span of time, which may lead to recall bias (Li, Zhang, Xiao, Chen, & Lu, 2019). Couple of studies used an observational, cross-sectional design, which limits causal inferences about the relationship between nurse engagement and outcomes.

**Conclusion**

Nursing turnover is an issue in many healthcare organizations. The use of PICOT-based research would emphatically affect the quality of care because of burnout and turnover among nurses. The literature examined in this paper provides a basis to believe that a reduction in burnout and turnover by making changes in organization such as increase the organizational trust level of nurses, better incentive and voice in the organization will improve the quality of care provided to patients (Perry, Richter, & Beauvais, 2018).

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