

# PROFESSIONAL NURSING GOVERNANCE ON NURSES IN A MULTI-CULTURAL SETTING IN THE KINGDOM OF SAUDI ARABIA

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## Background

Implementation of shared governance can be a foundation for the magnet journey that provides an environment that supports professional practice. . Engaging nurses through shared governance helps to achieve the institutional goals. Shared governance gives nurses control over their clinical practice, makes them feel valued, extends their employment longevity, and ultimately improves patient-care outcomes. This Saudi study aimed to assess nurses' perceptions of the different dimensions of shared governance in a multicultural acute health care setting.

## Methods

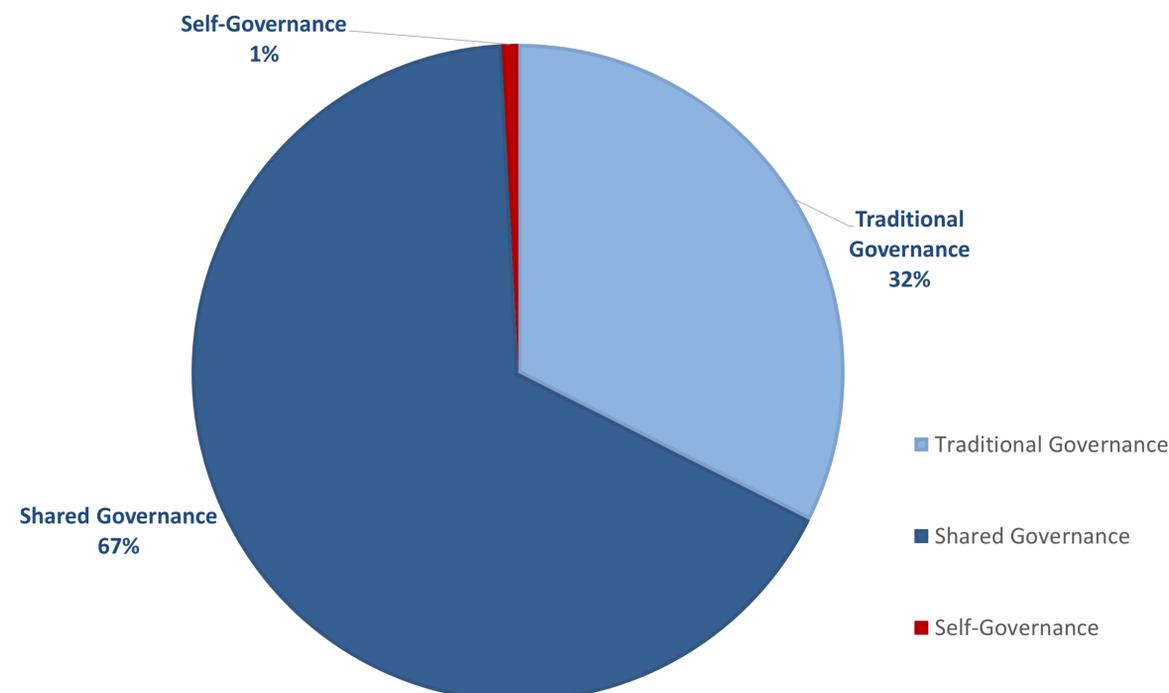
A descriptive cross-sectional study design was adopted for this research project and conducted at an acute multicultural healthcare facility in Riyadh. A convenience sampling technique was used to select the participants. The participant group consisted of 386 nurses. The study obtained ethical approval from the hospital's Institutional Review Board and followed the Declaration of Helsinki guidelines. Participation was voluntary. The Index of Professional Nursing Governance (IPNG), used is a valid and reliable tool.

## Results

The highest mean score of professional nursing governance was related to control over personnel ( $39.75 \pm 15.24$ ), indicating that nurses participate in personnel-related decisions. The lowest mean score was related to goal-setting and conflict resolution ( $19.6 \pm 6.12$ ). The three classes of governance distinguished in the study sample are Traditional Governance 80 (32.4), Shared Governance 165 (66.8), and Self-Governance 2 (0.8). The only significant ( $p=0.002$ ) sociodemographic characteristic associated with governance was Years of Nursing Experience.

Professional nursing governance score			
	Categories	n (%)	Mean $\pm$ SD
Index of professional nursing governance score	NM's traditional management decision-making environment (86 - 172)	80 (32.4)	145 $\pm$ 20.3
	Primarily taken by NM with some SN (173 - 257)	138 (55.9)	208 $\pm$ 24.2
	Equally shared governance (258)	4 (1.6)	258 $\pm$ 0.0
	Primarily decision was taken by SN with some NM (259 - 344)	23 (9.3)	286.9 $\pm$ 26.7
	SN only (345 - 450)	2 (0.8)	346.5 $\pm$ 2.1
	min - max		96 - 348
Cronbach's alpha			0.976

Classes of governance distinguished in the study sample



## Conclusion

A Nurses in the setting practiced partially shared governance. The study identified an administrative driven model of governance in the setting where nurse managers are working in an environment that is not equally sharing decisions and not enabling staff nurses to control their practice. The lowest mean score of nurse data on goal setting and conflict resolution calls for specific remedial strategies and training programs.

## Translational Potential

This research provided helpful information to redesign strategies to engage nurses' in optimizing adherence to the structure and process of shared governance. It helped develop a tailored intervention for general and specialized areas to sustain the process of shared governance. The research pulls the attention of Managers and administrators to empower themselves and their staff.

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